



Cambodian National Assembly and Senate

United Nations Development Programme Cambodia

Legislature Assistance Project (LEAP)

Brief description

This project aims to support the Cambodian Parliament to further build its legislative, oversight and representative capacity through initiatives targeted for both parliamentarians and their support staff. Support will also be provided to the national implementing partner to better manage and coordinate donor assistance.

More specifically, in partnership with national stakeholders and through a mixture of technical and policy support, this three-year project seeks to:

1. Strengthen and enhance the capacity of the commissions to better exercise their interrelated functions: representation, law making and oversight;
2. Strengthen the Secretariats General of both Houses to deliver effective services to the parliament; and
3. Build the capacity of the Technical Coordination Secretariat to manage and coordinate all donor assistance to the Cambodian Parliament

This project has been prepared as a follow-up to a request from the Cambodia Parliament for UNDP to renew its assistance for parliamentary development. This is in line with the Government's Rectangular Strategy which places good governance at its core and as the most important pre-condition to economic development. It is also aligned with the Strategic Framework and Action Plan for the Capacity Building of the Cambodian Parliament.

The total budget of the project is \$825,044 over three years.



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ACRONYMS/ABBREVIATIONS

CIDA	Canadian International Development Agency
CCLSP	Cambodia-Canada Legislative Support Project
CMDG	Cambodian Millennium Development Goals
CPAP	Country Programme Action Plan
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
IMF	International Monetary Fund
IPU	Inter-Parliamentary Union
LEAP	Legislative Assistance Project
MOA	Management/Operations Advisor
MYFF	Multi-Year Funding Framework
NA	Cambodian National Assembly
NSDP	National Strategic Development Plan
PSC	Parliament Steering Committee
PSC	Parliamentary Steering Committee
SPA	Senior Parliamentary Advisor
TCS	Technical Coordination Secretariat
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
WB	World Bank

I. SITUATION ANALYSIS

*"Democracy relies on a balance between the executive and the legislature. To ensure this balance is achieved in Cambodia, the legislative branch must be strengthened."*¹

- Samdech Heng Samrin,
President of National Assembly

Good Governance is at the heart of the successful achievement of the Millennium Development Goals and as the Royal Government of Cambodia's National Strategic Development Plan points out, "it is the most important pre-condition for achieving sustainable socio-economic development with equity, equal opportunity and social justice." Successfully promoting good governance is directly reliant on an effective and independent legislative branch as envisaged in the Cambodian constitution.

The parliament comprises of two houses, the National Assembly and the Senate. According to articles 90, 96-99 and 122 of the 1999 Amended Constitution of the Kingdom of Cambodia, the legislative and oversight powers are vested in National Assembly and the Senate. With these mandated functions, the parliament is a crucial player in assisting the executive branch to successfully implement the Rectangular Strategy and reach their CMDG targets for the benefit of their citizens. To do so, it requires that the parliament enhance the capacity of its commissions, members of parliament and secretariats general.

The parliament has received technical and legal assistance from a few development partners and organizations including UNDP, CIDA and the Konrad Adenauer Foundation to enhance its functions. Other organizations such as the World Bank, through its public financial management reform programme, and GTZ, have provided limited and task-based assistance to different parliamentary commissions. It has been advised on a number of occasions from a variety of sources (including principal development partners themselves) that, in terms of funding, the Executive and to a slightly lesser extent the Judiciary, have been favoured over the Legislature. Although modest (less than US\$ 8,000,000 over a 15-year period), the international community's contribution to the capacity development of the Cambodian Parliament has played a substantial role in raising awareness around the role of parliamentarians in a parliamentary democracy, in improving staff expertise, and in identifying areas for support in various key sectors.

Individual members of parliament and the staff of the general secretariat of both houses are the direct beneficiaries of the projects supported by the organizations mentioned above. Their capacities are gradually improving as a result of continued exposure mentoring initiatives in administrative and management procedures, and specific training related to their functions. Over time, members of parliament will benefit greatly from efficient and effective secretariats and staff.

It has been broadly acknowledged by the international community that parliamentary democracy in the Kingdom of Cambodia is off to a successful start and meaningful and open discussions have taken place surrounding the alteration of the political system. At the level of

¹ Speech made by Samdech Heng Samrin in an official launch of Strategic Framework and action plan for capacity building of the Cambodian parliament; March 9, 2007.

individual parliamentarians, there has been some indication of an increasing awareness of the responsibilities and duties of a member of parliament.²

Although, it is recognized that there have been improvements in many areas within both houses of the Cambodian parliament and their secretariats general, there are still pending needs that should be addressed and capacities to be further strengthened. This statement was confirmed by an independent evaluation team which was commissioned by UNDP in March 2006 to evaluate performance of its three-and-a-half year support to the Parliament which expired in March 2007. It is also reinforced by the CIDA-commissioned evaluation of its Canada Cambodia Legislative Support project (CCLSP). The evaluation team of UNDP and CIDA identified clear improvement of capacity of parliamentarians and staff through their projects but they also found areas for further improvement, notably:

- i. a need to strengthen the parliamentarians ability to improve the representational side of their mandates, perform a thorough and knowledgeable oversight role and meaningful engagement in the law making process and;
- ii. a need to strengthen the secretariats general of both houses to deliver effective services to parliament, and;
- iii. in building up the capacity of the implementing partner to manage their projects effectively.

In spite of the challenges, the UNDP's evaluation team was resolute in its view that not only should the current UNDP project continue, but that it should also be expanded to promote further improvement in the above critical areas. In the Cambodian context, parliamentary institutional modernization could take upwards of 10-15 years to achieve and the process will have to be carefully planned and even more carefully executed.

The feeling of ownership over the project expressed by parliamentarians and senior staff resulted in a June 30, 2006 letter from Parliament requesting UNDP's continued support, leadership and coordination in the area of parliamentary development. Against this backdrop, UNDP's continued assistance to the parliament is necessary to further build the capacity of parliamentarians and secretariats. Furthermore, it will help to maintain the high level of trust and momentum for institutional reform among key stakeholders in parliament that was established during UNDP's previous project.

II. STRATEGY

In light of the request from the presidents of both houses for continued assistance to enhance the effectiveness of the legislative branch, the Legislature Assistance Project (LEAP) is designed to build on the experiences, lessons learned and achievements stemming from the *Support to the Capacity Development of the Cambodian Parliament* project which expired in March 2007. It is also aligned with the goals outlined in the Parliament's 2006 *Strategic Framework and Action Plan for the Capacity Building of the Cambodian Parliament*.

² "Evaluation of Programme to Support Capacity Development of the Cambodian Parliament, and Options for Future Programmes," (UNDP, March 2006): p. 24.

In this new framework, the Cambodian Parliament explicitly recognizes the link between good governance and the improvement of the standard of living and welfare of Cambodians. The vision is very much in line with the Royal Government of Cambodia's *Rectangular Strategy for Growth, Employment, Equity and Efficiency in Cambodia*, issued by the Prime Minister in 2004, which places good governance at the very core.

In line with the plans and objectives set forth by the Government's Rectangular Strategy and Parliament's Strategic Framework, the UN Development Assistance Framework 2006-2010 (UNDAF) focuses on four priority areas, which includes good governance and the promotion and protection of human rights which include the promotion and implementation of Convention on Elimination of Discrimination against Women (CEDAW). In the same vein as the Rectangular Strategy, the UNDAF views good governance a central since success in this area will impact all others.

The project is designed to contribute to the achievement of a main output in the Country Programme Action Plan, namely, the "Capacity of individual MPs, commissions and Secretariats General of both Houses strengthened in legislative, oversight and representation functions." Achievement of this output will greatly contribute to the attainment of the CPAP/MYFF outcome that aims to reinforce democratic institutions which act as checks and balances on the executive power.

This project will seek to strengthen the secretariats and staff to improve the quality of services provided to parliamentarians and their constituents. It aims at building the capacities of MPs to influence policy making and to exercise the oversight function in order to enable this institution to fully contribute to a truly participatory and representative democracy. Furthermore, during the course of project implementation, UNDP will work with TCS to assist MPs in increasing the amount of interaction they have with civil society organizations.

To contribute to the achievement of the CPAP output, the project sets out three main components:

1. Strengthen and enhance capacity of the commissions to better exercise their interrelated functions: representation, law making and oversight;
2. Strengthen the Secretariats General of both Houses to deliver effective services to the parliament; and
3. Build the capacity of the Technical Coordination Secretariat to manage and coordinate all donor assistance to the Cambodian Parliament

Given the sense of ownership that parliament enjoyed over the work conducted under the three-and-a-half year (*Support to the Capacity Development of the Cambodian Parliament*) project, the LEAP project was designed in close consultation with national counterparts and other stakeholders. It will be implemented by the nationally-run TCS, which is a body established and managed by the Secretaries General of both houses.

As a trusted partner of the Cambodian Parliament, the UNDP will use this project as a coordinating forum for UN agencies, donors and international organizations that may not have a project, but

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wish to engage parliament in a dialogue through ad hoc activities. By its very structure, LEAP seeks to include other members of the development and donor community who are involved in parliamentary capacity building to ensure that resources and project activities do not overlap [see Management Arrangements]. In short, the LEAP project, through the TCS, will aim to channel and coordinate external assistance to the Cambodian Parliament.

III – PROJECT COMPONENTS

The three components of the project are outlined in detail below. Despite being modular in design, these components are not stand-alone compartments but inter-related parts of the whole. For example, activities that serve the dual function of transparency and improving the in-house flow of information, such as the development and publication of a Hansard, are found outside the first component that deals directly with enhancing representation. In this regard, public outreach and transparency may be considered a cross-cutting theme throughout much of the work that the LEAP project will undertake. Similarly, crosscutting issues like gender mainstreaming, do not fall within a single category but are referenced and included throughout the project where pertinent, including the Women's Caucus and in gender-based budgeting. The project will strive to promote the gender equality and balance during the course of its implementation using CEDAW as a framework.

Component I: Strengthen and enhance the capacity of commissions to better exercise their inter-related functions.

- Immediate Objective 1: Enhance representation through outreach activities

A large part of what a strong Parliament does is channel public expectations and grievances to the Executive. This process allows citizens to express their views in a constitutionally acceptable way and it also makes the Executive aware of public concerns in a seamless and orderly manner. Contributing to the enhancement of the representational role of parliamentarians may be supported through field trips and hearings in communities to discuss selected topics of interest relating to legislation, current concerns and the implementation of laws. MPs will also be encouraged to meet with and consult CSOs during these field visits to solicit their input. Throughout these components, specific activities including a modernization and a regular updating of the websites of both Houses will also reinforce the objective of enhancing representation and fostering greater contact between parliamentarians and their constituents.

- Immediate Objective 2: Improve the law making processes

An evaluation of the current legislation review process with special interest in roles and responsibilities of commissions and how those operational aspects might be enhanced. The first important step in improving the law making process is an establishment of a roster of experts of various field (outlined in Component II, below) to provide opinion or comments on legal principles and substance to the parliament to expedite review of and enactment of law. The parliament can encourage the government to effectively enforce laws according to stipulated procedures by advocating the government to develop necessary legal frameworks (e.g. decrees, sub-decree, declaration, instructions, etc...)

- Immediate Objective 3: Strengthen oversight functions

It is acknowledged that too often laws are not implemented, even in the most developed countries. Ensuring that the Parliament plays a key role in their adoption and scrutinises the adoption of appropriate government legal frameworks will require that parliamentarians become more knowledgeable in sectoral issues, particularly relating to financial issues, budgeting (including gender-based budgeting) and regional issues. To achieve this aim, expert training sessions and workshops may be conducted with parliamentarians and their in-house support staff to build their capacity in overseeing the work of Government.

The project will work with Parliament to fine tune and further enhance capacity and knowledge of parliament in reviewing and overseeing budget processes by continuing to provide technical and limited financial assistance to the office and its attendant parliamentary commissions. Improving and normalizing oversight techniques in the rules of procedure will lead to a more thorough oversight process in parliament and better ensure the effective implementation of laws and achievement of priority goals as set forth in the National Strategic Development Plan (2006-2010) as well as attainment of joint indicators of Cambodia Development and Cooperation Forum (CDCF).

Component II: Strengthen the Secretariats General of both Houses to deliver effective services to the parliament.

A strengthened Secretariat General in both Houses would allow for an improved support system in parliament and a better flow of information between the houses, commissions permanent committees and secretariats general.

Based on the achievements of the first year of the project's implementation, the project team will continuously assess the staff's training needs, in order to develop the commissions' capacities. The training will primarily focus on improving the staff's ability to provide in-time documentation and sectoral expertise to the commissions, their public information and dissemination capacities and on promoting a broader understanding of the parliament's legislative process. A second set of support systems beyond staff capacities would include creating a network of experts for parliament to draw on when faced with new challenges and issues in specific areas including, but not limited to, regional trade, environment, gender, good governance, economics, labour and parliamentary capacity building as mentioned above (Component I, Objective 2).

The project will also assist in improving the in-house flow of information, which is necessary for coherence among the various commissions, houses, secretariats etc. within parliament. This could take place through the development of a Hansard, a rationalization and streamlining of the documentation and research centres and by modernizing and regularly updating the House's websites. This would also be beneficial for maintaining transparency, accountability and a strong public outreach strategy.

This project will also seek to introduce the concept of parliamentary³ caucuses and reinforce the staff's abilities to effectively and efficiently deliver services to the members of a given caucus. The caucus system allows members of parliament to actively advocate for specific issues of concern to public and the parliaments.

Component III: Management and technical support for a competent and functional Technical Coordination Secretariat

Since TCS will be the implementing partner of the LEAP project and future incarnations, it is incumbent upon them to gain the necessary skills for sustainable project management. Providing support to the TCS aims to build their capacity in several areas including in interacting with donors and international organizations, developing work plans, implementing, monitoring and evaluating projects, keeping financial records and conducting project reviews. These skills will be provided with support of the Senior Parliamentary Advisor and Management/Operations Advisor with the broad aim of assisting the TCS in taking over full responsibility of all capacity building exercises in parliament. As pointed out in the UNDP evaluation team's report on the *Support to the Capacity Development of the Cambodian Parliament* project, the time has come to consider gradually moving toward a full handover to parliament and exit strategy for UNDP. Building capacity in the TCS in this regard is a clear response to this need.

IV. ALIGNMENT WITH THE PARLIAMENT'S STRATEGIC FRAMEWORK

The institutional roles of the NA and the Senate are clearly different, according to the Constitution and other institutional arrangements. Therefore, attention shall be particularly paid to accurately addressing the specific needs of the National Assembly and the Senate. The implementation of the activities included in the work plan may differ substantially for each of the two Houses. The development of annual work plans will be done in close consultation with various commissions and secretariats of both houses. The project is aware of the existence of the Strategic Framework common to both NA and the Senate which clearly spells out the details of the implementation of activities for each House.

The project will, whenever possible, seek to join the efforts of both the NA and the Senate in conducting project activities together. Apportionment of beneficiaries among the NA and the Senate in each activity will be discussed and agreed among the TCS and the SPA and UNDP, and shall be based on the common interest of the Parliament.

Below is a chart that, on one hand, looks at the short and medium term Action Plan aims developed by the Cambodian Parliament and on the other, demonstrates how the UNDP LEAP project plans to target its activities to achieve those same specific goals. Given its limited budget, LEAP intends to carry out activities which are mutually beneficial to both houses. Currently, CIDA is developing its future assistance to the parliament to further build on what it has been working on with the parliament in strengthening its legislative, and representation functions as well as strengthening its

³ Currently, there is a women's caucus which consists of female parliamentarians to advocate for achievement of Cambodian Millennium Development Goals and women's issues. Similar caucus should be encouraged to advocate for a specific issue.

secretariat. Therefore, LEAP will be closely working with CIDA to coordinate or co-sponsor activities to avoid overlaps and to reduce transaction costs. In some areas of work, LEAP will build on materials developed by CIDA through its Canada Cambodia Legislative Support Project (CCLSP). For example, development of guide books, review of procedures or hands book and other related parliamentary operations or instructions, just to name a few,

House	Strategic Framework Aims	LEAP Project Activities
Action plan for the enhancement of MPs' roles in the short term		
National Assembly	1. Strengthen legislative roles	<p>1.2.1: Evaluate the current legislation review process for and early involvement of parliament in reviewing the draft law/bills more effectively.</p> <p>1.2.2: Provide comments to commissions and to the whole parliament to encourage the government for effective enforcement of law and to develop necessary legal frameworks (e.g. decree, sub-decree, declaration, etc...)</p> <p>1.2.3: Technical assistance for reviewing and adopting draft law/bills (in cooperation with UN agencies and others)</p>
Senate	1. Strengthening role of reviewing law	
National Assembly	2. Strengthen the oversight roles over government policy, law enforcement and inquiry	1.3.1: Enhance parliamentarians' knowledge of sectoral issues through workshops and seminars in conjunction with UN agencies and other experts.
Senate	2. Strengthening oversight role	<p>1.3.2: Increase awareness on budgetary issues and gender-based budgeting and provide assistance to the budgetary commission to review the budget law.</p> <p>1.3.3: Develop oversight techniques (interviews, hearings, etc...) and provide technical assistance for overseeing the implementation of rules and laws.</p>
National Assembly	3. Strengthen representative roles (<i>law dissemination, receive information and requests and field visits to assist people</i>)	<p>1.1.1: Public outreach through field trips to interact with citizens, hear their concerns and get their views on the progress of implementation of laws</p> <p>1.1.2: Provide support to organizing hearings on selected topics of public</p>
Senate	3. Strengthening representative role	

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		and parliamentary interest 1.1.3: Support to the Women's Caucus through training workshops, expertise on international best practices and foreign examples
Senate	4. Enhance gender works	Please see 1.1.3, 1.3.2
Senate	5. Orientation program for new senator	Please see 2.2 (below)
<i>Institutional strengthening and development</i>		
National Assembly	1. Training and capacity upgrading parliamentary officials: <ul style="list-style-type: none"> - Law research and analysis - Information technology - International relations - Enhancing language skills - Provincial parliamentary offices - Strengthen administrative and finance skills 	2.1: Enhance the capacity of secretariat staff of the NA and the Senate in documentation, the legislative process and the provision of advisory services to parliamentarians 2.2: Develop orientation package and organize orientations workshops for newly-elected MPs 2.3: Develop a roster/network of experts to provide advice to parliament on thematic issues when needed 2.4: Enhance the Documentation and Research departments' capacity to serve parliament more effectively.
Senate	1. Strengthening capacity of senate staff	2.5: Enhance the in-house flow of information 2.6: Develop a Hansard 2.7: Organize training sessions to improve the ability of constituency office staff to provide public information services and liaise with CSOs 2.8: Modernize and regularly update the website of the NA and Senate 2.9: Organize and host Youth Parliament session
National Assembly	2. Overseas visits and exchange of experience	*Outside of Project Scope*
Senate	2. Investment in Information Technology	*Outside of Project Scope*
National Assembly	3. Service provision for MPs field visits: <ul style="list-style-type: none"> - Publish laws and information - Facilitate administrative matters - Receive complaints and requests - Report 	Please see 1.1.1 to 1.1.3
National Assembly	4. Upgrade the Parliament offices in the provinces-municipalities: <ul style="list-style-type: none"> - Services 	Please see 2.7

	- Human resources	
National Assembly	5. Request for necessary materials and legal experts in: <ul style="list-style-type: none"> - Workshop - Print shop - Library & archives - Studio - Press Center - Necessary materials in support to various services: - LCD-Overhead projector - Computer desk top 30 units - Computer Laptop - Video camera Headsets and necessary devices for oral translation services <ul style="list-style-type: none"> - Xerox machine - Scanner - Twelve-seat van - Walkie-talkie (radio communication) 	*Outside of Project Scope*
Medium-term action plan on capacity building of the Parliament		
National Assembly	1. Strengthen legislative role in Commissions and in plenary sessions	Please see 1.1.1 to 1.1.3
Senate	1. Strengthening procedure on reviewing draft law or proposed law	Please see 1.1.1 to 1.1.3
National Assembly	2. Formulation of Strategic Plans in Commissions	*Outside Project Scope*
Senate	2. Develop strategic plan for specialized commission	
National Assembly	3. Strengthening budget formulation and oversight roles	Please see 1.3.2
Senate	3. Strengthen role of budget preparation and review	
National Assembly	4. Information and public relations department	Please see 1.1.1 to 1.1.3
Senate	4. Strengthening capacity of the information and public relations department	
National Assembly	5. Strengthen the representative roles of the Parliament	Please see 1.1.1 to 1.1.3
Senate	5. Strengthen the senate representation	
National Assembly	6. Creation of student internship programs	Please see 2.4 - Under the authority of the SGs, student internships in the documentation departments are offered to selected universities (Economy, Law, Sciences, etc...)
Senate	6. Training program for students	
Senate	7. Participation in the law drafting process from initial stage by MPs	Please see 1.2.1, 1.2.2, 1.2.3
Management and Technical support for a competent and functional Technical Coordination Secretariat		
TCS	N/A	3.1. Provide Policy and management support through SPA and Management advisor

TCS	N/A	3.2 Provide training on project management, book keeping, accounting, etc.
TCS	N/A	3.3. Provide advice on managing donor assistance
TCS	N/A	3.4. Coaching on project management and interaction with international organizations
TCS	N/A	3.5. Develop and sequence the strategic framework and action plan of the Cambodian parliament
TCS	N/A	3.6. Assist TCS to commission a mid-term review of strategic framework and action plan
TCS	N/A	3.7. Mid-term and final evaluation of LEAP and audit
TCS	N/A	3.8 Communication and publication

V. MANAGEMENT ARRANGEMENTS

A capacity assessment will be conducted by an independent firm to identify processes and systems in place for the management of this project. Subject to the findings and conclusions of this assessment, it is foreseen that this project will be implemented by the Technical Coordination Secretariat (TCS) under the supervision of the Parliament Steering Committee and classified as a nationally implemented project. To implement the overall objectives of the project, TCS will need to competitively recruit a National Project Manager (NPM). S/he will be responsible for the overall management of the development cooperation activities and for ensuring the effective and accountable management of the project. Moreover, s/he will be responsible for the day to day implementation and management of the project and ensuring that the planned results of the project are achieved. In addition to the National Project Manager, TCS shall need to competitively recruit support staff including finance/administration assistant, to provide logistical, financial and administrative support.

The project will recruit a Senior Parliamentary Advisor (SPA- see annex 5c for a detailed terms of reference) to work with the Technical Secretariat in providing policy and overall guidance to improve the efficiency and effectiveness of the Cambodia Parliament and to accomplish the goals set out in the Strategic Framework of the Cambodian Parliament and the objectives of the LEAP project. Moreover, a Management/Operations Advisor (see annex 5d for detailed terms of reference) may be recruited to work closely on day to day basis with the National Project Manager to provide guidance and coaching in managing donor projects, building the capacity of the National Project Manager and other relevant TCS staff as well as providing technical guidance in the planning and implementation of project activities.

The Management/Operation Advisor will also assist the National Project Manager and the TCS in setting the project's direction, managing its implementation and acting on the decisions made by the Parliament Steering Committee. In addition, short or long term national/international consultants may be recruited as and when required by the project. They would also report to the

National Project Manager and would be accountable to UNDP for the manner in which they discharge their assigned functions. Specific working arrangements will be devised on a case by case basis. The project will also recruit translator and driver to assist Senior Parliamentary and Management/Operation advisors in providing translation and logistical support.

The overall oversight for the proposed support project should take the form of a Parliament Steering Committee (PSC)⁴, which is officiated in the strategic framework of the Cambodian Parliament. This PSC will perform the function as a Project Board of the UNDP supported project (LEAP) and it comprises of the following members:

- Presidents of the Senate and National Assembly or their designation;
- UNDP Programme Director;
- Chairperson or deputy chairperson of 9 commissions of both houses;
- Chairperson and Deputy Chairperson of TCS (no voting right);
- Representatives from related external projects (no voting rights)

The PSC will convene meeting on semi-annual basis, although ad hoc meeting may be convened. In the context of UNDP support project "LEAP", these meetings may only be convened by one of the co-chairs or UNDP programme director upon receipt of request from the National Project Manager or any other relevant party. In compliance with UNDP's results management guide, UNDP will have a role as Executive⁵ while presidents of and 9 commissions of both houses are senior beneficiaries⁶ and Technical Coordination Secretariat will serve as senior supplier⁷ in this PSC. A complete TOR for the Parliament Steering Committee is attached as Annex 5a.

Representatives from related external projects are invited to attend project steering committee meetings as observers. UNDP believes that this will assist in ensuring that the international community is well coordinated in this area, and further believes that this is consistent with the spirit and policies of the OECD/DAC as well as of the UN System in terms of harmonization and alignment.

The substantive focus and priorities of the project will be determined by the PSC. Overall resource allocation related to the project will be approved by the PSC. Furthermore, the PSC will approve the annual work plan (AWP), provide progress reviews on the implementation process for activities, assess the relevance of the project within the overall context of national reforms and will propose necessary recommendations to adjust project activities as required. A minimum required quorum for any meeting of the PSC is 5 members. Decisions will be made by consensus.

The minute of every meeting of the PSC will be shared with all members of the Parliamentary Steering Committee by the Technical Coordination Secretariat, who may need to designate a staff

⁴ A similar model of oversight board has been introduced and piloted by CIDA, as it proves to be working well.

⁵ "Executive role" means that UNDP is responsible for working closely with project implementer (TCS), known as Senior Supplier, to ensure that the project activities are implemented according to mutually agreed timeframe and available resources.

⁶ "Senior Beneficiary" means a representative of both houses who will benefit from the implementation of LEAP's project activities.

⁷ "Senior Supplier" means a group or institution that will make sure that project activities are implemented according to time frame and available resources.

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to serve as Secretary to the PSC. At every meeting of Parliamentary Steering Committee, Chairperson and Deputy Chairperson of TCS will provide an update of progress and challenges of the project at the Parliament Steering Committee.

PSC and TCS will commit themselves to ensuring the mobilization of additional resources (financial or other) that may be necessary for the successful implementation of project activities.

UNDP will provide the technical and financial assistance to the project as well as support services which will be specified in a Letter of Agreement between the Implementing Partner and UNDP. Contingent on acceptable harmonized cash transfer assessment results, the UNDP will advance financial resources on a quarterly basis to be administered by the Implementation Partner and will undertake direct payments to the vendors when and where applicable.

Free office space and conference space and utilities as well as policy, technical and support services necessary for the implementation of project activities will constitute an in-kind contribution from the Implementing Partner to the project.

UNDP will also designate one Programme Manager to serve as Project Assurance and provide objective and independent project oversight and monitoring functions, as well as facilitate relations with other UNDP projects and cost-sharing development partners. S/he will be assisted by a programme assistant in carrying out his/her financial and programme oversight functions.

VI. MONITORING AND EVALUATION

In line with the UNDP Results Oriented Monitoring and Evaluation framework, monitoring and evaluation arrangements must provide a coherent system of learning and performance measurement focusing on measuring the progress towards planned outcomes and the contribution of consultants and the project management towards the intended outputs.

The National Project Manager will monitor the progress of implementation of project activities through:

- Monthly briefs and quarterly progress reports;
- Periodic group meetings with involved parties;
- Feedback from partners and stakeholders on project progress.

The project manager will be further responsible for preparing the annual work plan, quarterly work plan, all quarterly progress reports (substantive and financial), annual financial and progress report, and the terminal report. Annual progress and financial reports should be submitted to UNDP CO through project assurance by December 15 and January 15 respectively. Quarterly progress and financial report should be submitted to UNDP CO through project assurance by the end or no later than the 15th of the month following the end of each quarter. The annual report and the subsequent year annual work plans and budgets will be presented to the Parliament Steering Committee for review by January 15 of each year. These documents must be submitted to all PSC members at least 3 weeks prior to the PSC meeting.

In line with the new project management guidelines, the National Project Manger shall ensure that all monitoring will be reported quarterly in accordance with standardized format which include:

- Risks log
- Issues log
- Lessons learned log

Under this framework, the implementing partner will regularly review the status of progress towards outcomes, outputs, activities, and emerging issues. An independent mid-term review of the overall activities and achievements of the project will be conducted by mid-2009, and if necessary, it will suggest adjustments to the project. The terms of reference for this review will be drafted and consultant (s) will be selected in close consultation with UNDP, technical coordination secretariat and other interested donors.

The project will also be subject to a final output, and initial impact evaluation (or a joint evaluation as deemed most appropriate by the PSC) as well as to series of complement based on impact evaluations a year after project termination. The final evaluation will be designed in close consultation with UNDP and its Regional Bureau for Asia and the Pacific and the Bureau for Development policy.

During the course of the project, lessons learned and best practices will be systematically captured to be shared with other projects, within the broader UNDP network, and with interested parties.

UNDP reserves the rights to undertake an independent management performance and financial audit of the project at any time.

The AWP Monitoring Tool (Annex 3) should be used for the project review purpose.

VII. IDENTIFYING AND MANAGING RISKS:

Enhancing efficiency and efficient parliament is time consuming and required commitment of senior leadership of the Cambodian parliament. Furthermore, it requires sustained support from the development partners of the Cambodian parliament. Below is a table of risk identification and management.

	Type	Description	Risk rating	Risk owner	Risk minimization
1	Political	Lack of commitment to implement activities in all components	Medium	TCS	The process of translating this political commitment into practice will be challenging. However, the parliament has very strong commitment to enhance capacity of the Cambodian parliament in order better serve its constituents. The project will work closely with leadership of TCS and PSC to keep momentum for enhancing efficiency and effectiveness of the parliament.
2	Resources	Project activities are not fully implemented due to lack of resources	Low	TCS and UNDP	By all means, UNDP will try to mobilize sufficient resources for this project. However, strong support and involvement of the Implementing Partner and commissions and secretariats are needed to advocate interested donors to channel their resources into this project. In the worse-case scenario, some activities will need to be reduced in consultation with the Parliament Steering Committee
3	Political	Project activities are delayed due to delays in inaugurating new parliament after 2008 election	Medium	TCS	The project will work closely with TCS to implement activities with secretariats rather than with commissions.
4	Technical capacity	projects activities are not implemented on time	Medium	TCS	TCS and project manager lack of capacity to manage and implement project activities.
5	Administrative	Implementation of project activities is delayed due to late recruitment of project team (SPA and OM)	Medium	TCS and UNDP	UNDP will work closely with TCS to secure early endorsement of the TORs for senior position and start early recruitment.
6	Technical and capacity	Delays in implementing certain activities Low project delivery rate due to a lack of decision-making and	Medium Medium	TCS and UNDP TCS/UNDP	Regular project meetings, under the leadership of the National Project Manager, are to be convened to keep track of progress in the implementation process. The SPA will need to provide on the job training. While UNDP is itself committed to assisting

		decisive action on the part of the Implementing Partner			<p>the parliament institutions. It will seek advice and support from the Parliament Steering Committee to identify innovative ways to implement this project.</p> <p>UNDP will seek to channel its resources to areas where the best opportunities to make a difference appear to exist. This process will be reviewed over time, rather than decided at the outset.</p>
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VIII. LEGAL CONTEXT

"This document together with the CPAP signed by the Government and UNDP which is incorporated by reference constitutes together a Project Document as referred to in the SBAA [or other appropriate governing agreement] and all CPAP provisions apply to this document."

UNDP Cambodia Country Office will provide support services to the project in accordance with UNDP procedures. These services include sub-contracts arrangements and procurement of goods and services as described in the *Letter of Agreement between UNDP and the Cambodian Parliament for the provision of support services*.

The Project document is done in duplicate copies in the Khmer and English languages, both texts being equally authentic. For purposes of interpretation and in case of dispute, the English text shall prevail.

IX. RESULTS AND RESOURCES FRAMEWORK

The results framework table for the proposed activities in the present project is presented in Annex 1. The results framework is presented using a logical framework linking outputs, output annual targets when complex, indicative activities and inputs required to achieve the output.

As mentioned above, the Result and Resource Framework (Annex 1) only contains a budgetary estimate. The fact that it appears compartmentalized will not preclude moving funds from one activity to another as the need may arise. In addition, new ideas and activities will be accommodated as long as they fit into the general framework and spirit of this project.

PROJECT RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country Programme Results and Resource Framework: Reinforced democratic institutions which help create checks and balances on the executive power</p> <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets.</p> <ul style="list-style-type: none"> - Number of MPs and staff of both General Secretariat trained on legal analysis, research, media relations, shorthand training and IT, - Increased number of interventions/inputs by MPs in legislation under debate, - Increased number of consultations with CSOs and government institutions on law making process and its implementation, - Number of MP interventions related to their budget and oversight functions. <p>Applicable MYFF Service Line: 2.2 Parliamentary Development</p> <p>Partnership Strategy: in close cooperation with Technical Coordination Secretariat, the project will establish strategic relationship with CIDA, World Bank and Konrad Adenauer Foundation. It will also seek to have collaborative relationship with other UN agencies, donors and non-governmental organizations active in this sector. UNDP will try to promote financial partnership with interested donors on a cost-sharing basis.</p> <p>Project title and ID (ATLAS Award ID): Legislature Assistance Project (LEAP): 00056936, Award ID: 00047403</p>				
Intended Outputs	Output Targets (years)	Indicative Activities	Responsible parties	Inputs Cost estimated over a three-year period
<p>1. Strengthen the capacity of commissions to better exercise their interrelated functions</p> <p>1.1 Enhanced representation through outreach activities</p> <p><i>Output Indicators</i></p> <p>1. # of field trips and interactions with constituents, commune councilors and civil society</p> <p>2. # of Hearings held to engage public on issues of interest</p>	2008-2010	<p>1.1.1: Public outreach through field trips to interact with citizens, commune councilors, to hear their concerns and get their views on the progress of implementation of laws, NA & Senate</p>	TCS	<p>- Organize field trips for MPs and senators to visit their constituents (citizens and commune councils) to hear their expectations and to disseminate information on enacted laws, SPA and project manager and other support staff DSA, travel costs, cost for organizing trips and production of period and miscellaneous</p> <p style="text-align: right;">\$25,044</p>
	2007-2010	<p>1.1.2: Provide support to organizing hearings on selected topics of public and</p>	TCS	<p>- Organize at least three hearings on selected topics. 1 in 2007 and 2 in</p>

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<p>1.2: Improved law making process</p> <p><u>Output: Indicators</u></p> <ol style="list-style-type: none"> 1. Rules of procedures revised 2. # of MPs and Senators trained on reviewing on government legal framework (decree, dub-decree, by-laws etc...) 3. # of dialogue with executive prior to adoption of a law 4. Bills are reviewed in substance 5. # of consultation held on draft bills with the public and CSOs 6. Technical expertise for review of draft bills is sought and provided 7. Proceedings of commission meeting are appropriately recorded and distributed to all members of the commission. 	<p>2008-2010</p>	<p>parliamentary interest: NA & Senate</p>	<p>2008: In this interaction, SPA could provide mentoring services to different commissions on issues of their concern. national and international consultant, cost of organizing hearings, travel costs and miscellaneous. \$18,000</p> <p>- A specific support to ensure understanding of women's rights is provided through best practices, training workshops. Cost of field trips, publications, local hearings, national consultant, DSA and transportation. \$27,000</p> <p>Sub total: \$70,044</p>
<p>1.2.1: Evaluate the current legislation review process for an early involvement of parliament in reviewing the draft law/bills more effectively. NA & Senate</p>	<p>2007-2008</p>	<p>1.1.3: Support to the Women's Caucus through training workshops, expertise on international best practices and foreign examples. NA & Senate</p>	<p>TCS</p> <p>- Organize workshops to identify ways to improve coordination between the plenary, commissions and government agencies; and to recommend appropriate ways for parliamentarian to provide early inputs into the draft law/bills and its subsidiary legal instruments prior to formal debate and after adoption. National/International consultant, translation, cost of organizing workshops, transportation, DSA, publication. \$30,000</p>
<p>1.2.2: Provide comments to commissions and to the whole parliament to encourage the government for effective enforcement of law; and to develop necessary legal frameworks (sub-decree, decree, declaration, etc...) NA & Senate</p>	<p>2008-2009</p>	<p>1.2.3: Technical assistance for reviewing and adopting draft law/ bills (in cooperation with UN agencies and others). NA & Senate</p>	<p>TCS</p> <p>- Support might be provided to specialized commission (s) to organize public consultation/ workshops and acquire expert view on a draft bills. National/International consultant, DSA, transportation, printing</p>

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<p>1.3 Strengthened oversight functions</p> <p><i>Output indicators</i></p> <ol style="list-style-type: none"> 1. # of Workshops/conferences/field visits on relevant sectoral topics organized 2. # of legislation that MPs actively sought for inputs 3. # of Workshop/conference on budgetary procedures organized 4. Questions on budget raised in full session 5. Budget prepared taking into account the gender dynamic. 5. Parliament initiates investigations on issue of public concern. 6. MPs frequently hold hearings with line ministries on issues of concern 	<p>2008-2010</p>	<p>1.3.1: Enhance parliamentarians' knowledge of sectoral issues through workshops and seminars in conjunction with UN agencies and other experts, NA & Senate</p>	<p>TCS</p>	<p>\$55,000</p> <p>Sub total: 85,000</p> <p>- In cooperation with UN agencies and other international organizations sponsor participation to workshops/conference/seminars on topic of interest to the parliament (i.e. macroeconomic management, environment, poverty, CMDGs, gender, labor issues, human rights, education, health, population, etc...) - Cost of organizing workshops, national/international consultant, senior parliamentary advisor, translation, printing, miscellaneous.</p> <p>\$40,000</p>
<p>2008-2010</p>	<p>1.3.2: Increase awareness on budgetary issues and gender-based budgeting and provide assistance to budgetary commission to review budget law. NA & Senate</p>	<p>TCS</p>	<p>- Conduct trainings/workshops or experts on budget presentation, macro economic management and government budget, tax raising and appropriation of public revenue for specialized commission. Cost of organizing workshops/conference, national/international consultants, Senior Parliamentary Advisor, printing, translation, miscellaneous</p> <p>\$38,000</p>	
<p>2007-2010</p>	<p>1.3.3: Develop oversight techniques (interviews, hearings, etc...) and provide technical assistance for overseeing the implementation of rules and laws. - NA</p>	<p>TCS</p>	<p>- Organize at least 2 workshops to provide expert advice for revising rules of procedures of national assembly to ensure that adequate time is allocated for debate. Workshop/conferences, DSA, national/international consultants, Senior Parliamentary Advisor, printing costs, publication, miscellaneous.</p>	

<p>2. Strengthen the Secretariats General of both Houses to deliver effective services to the parliament</p> <p><i>Output Indicators</i></p> <ol style="list-style-type: none"> 1. Roster/network of experts created 2. Orientation packages and workshops provided to new MPs 3. # of Staff trained on languages, documentation and legislative processes, 4. Report completed on the modernization of the recording and circulation of the minutes of proceedings, Hansard developed and in use 5. Websites and intranet are modernized and regularly updated with recent documents 6. At least five regional training sessions organized with constituency office staff on public information dissemination 7. Youth parliament organized and carried out 8. Information on daily agenda is widely disseminated via website or media. 	<p>2008-2010</p>	<p>2.1: Enhance the capacity of secretariat staff of the NA and the Senate in documentation the legislative process and the provision of advisory services to parliamentarians. (NA and Senate)</p>	<p>TCS</p>	<p>- Workshops/on-the-job trainings/study tours are organized to enhance knowledge of staff on documentation, parliamentary best practices, data collection, documentation, advisory and expertise capacities. Study tour, national/international consultant/trainer, DSA, Senior Parliamentary Advisor, Management/Operations Advisor.</p> <p>\$70,000</p>
<p>2007-2008</p>	<p>2008-2009</p>	<p>2.2: Develop orientation package and organize orientations workshops for newly-elected MPs (NA)</p> <p>2.3: Develop a roster/network of experts to provide advice to parliament on thematic issues when needed. NA & Senate</p>	<p>TCS</p>	<p>- Senior Parliamentary Advisor, Management/Operations Advisor, printing, translation, publication, miscellaneous, consultant.</p> <p>\$20,000</p>
<p>2008-2009</p>	<p>2008-2009</p>	<p>2.4: Enhance the Documentation and Research departments' capacity to serve parliament more effectively. (NA & Senate)</p>	<p>TCS</p>	<p>- Organize trainings to enhance the capacities of the existing departments to ensure proper expertise is provided to members and commissions. The links between the</p> <p>\$10,000</p>
<p>Component I Total: \$256,794</p>		<p>Sub total: \$101,750</p>	<p>\$23,750</p>	<p>\$23,750</p>

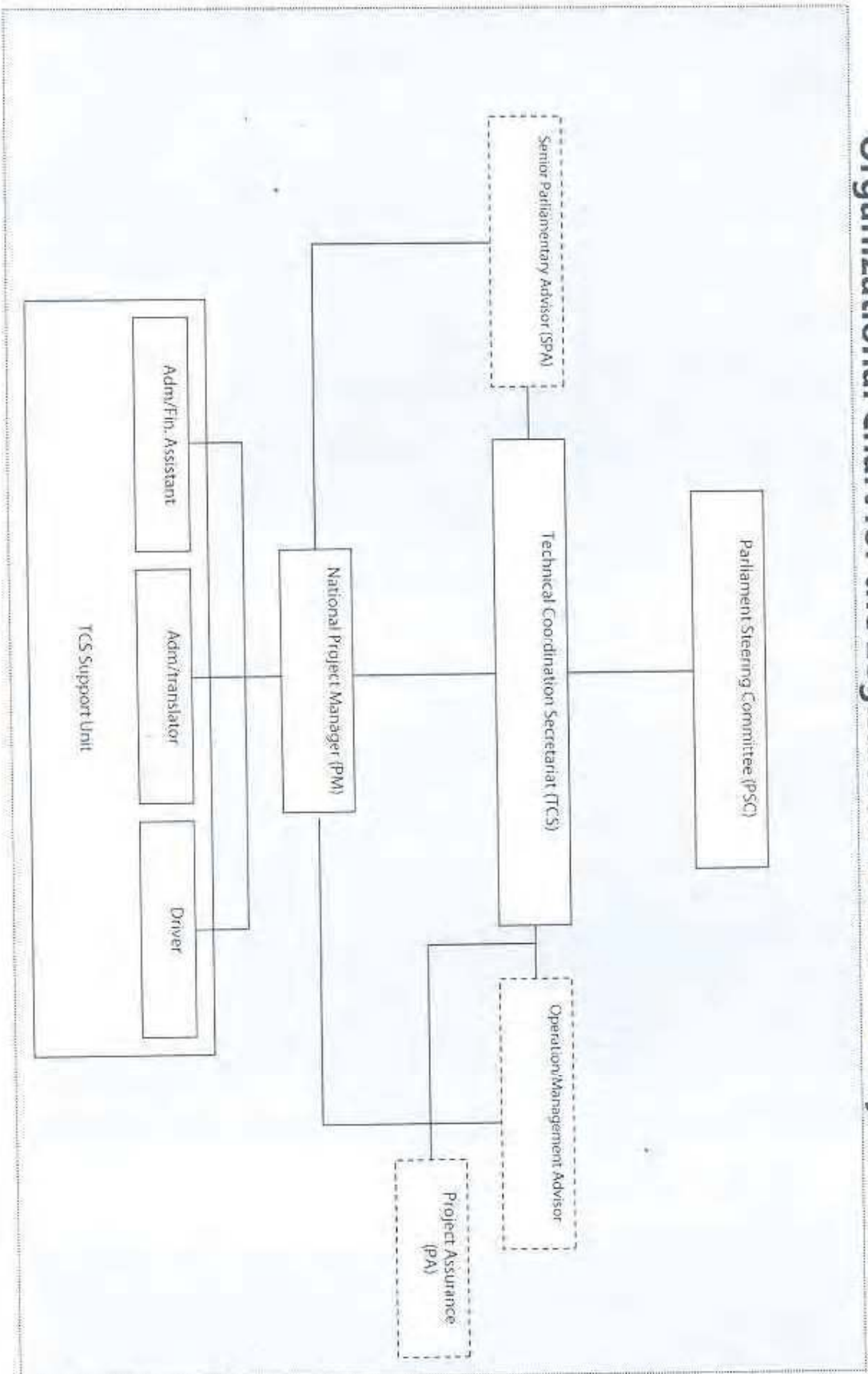
	2008-2009	2.5: Enhance the in-house flow of information (NA & Senate)	TCS	<p>documentation department and the NA and Senate plenary, commissions are rationalized. Under the authority of SGs student internships are offered in the documentation departments to selected universities (Economy, Law, Sciences, etc.). Cost of organizing workshop, printing, consultant, DSA, publication, Senior Parliamentary Advisor, Management/Operations Advisor</p> <p style="text-align: right;">\$34,000</p>
	2008-2009	2.6: Develop a Hansard (Senate & NA)	TCS	<p>- The circulation of documents (minutes of proceedings, amendments, etc.) within the houses and parliamentarians is rationalized and streamlined. The Rules of procedures are revised to ensure that deadlines are effective and efficient to allow proper legislation process. Printing of documents is secured by appropriate arrangement. All published documents are made available on the House intranet and on the internet according to set rules- Arrange contracts for secured printings and ensure appropriate circulation of documents. Furthermore, ensure all public documents are available online. Cost of organizing workshops, Senior Parliamentary Advisor, consultants, DSA, printing, translation, publication, miscellaneous.</p> <p style="text-align: right;">\$30,000</p>
				<p>- Conduct a mission on modernizing the circulation of the minutes of proceedings. The report will make recommendations on the appropriate</p>

	2008-2010	<p>2.7: Organise training sessions to improve the ability of constituency office staff to provide public information services and liaise with CSOs. NA & Senate</p>	TCS	<p>- Design training modules and organize 5 or 6 regional public information training sessions for constituent office staff (and on how to interact with citizens and civil society organizations). Cost of organizing workshops, consultants, Senior Parliamentary Advisor, Management/Operations Advisor, DSA, printing, publication, translation, \$40,000</p>
	2007-2009	<p>2.8: Modernize and regularly update the website of the NA and Senate. NA & Senate</p>	TCS	<p>- Commission a study to recommend ways for updating websites and uploading widely accessible information (Hansard available online, information on pending reviews on draft bills, activities in the commissions, personal web pages of MPs and senators with his/her activities. Support implementation of the resultant recommendations. Consultants, DSA, printing, publication, translation, web page development, miscellaneous, \$50,000</p>
				<p>timing of the publication, the recording of votes cast in plenary (for the most important votes), the recording of commission meetings. It will also recommend the approval procedures for dissemination and the technical aspects of circulation (in hard and electronics copies). Once endorsed, support the parliament in the implementation of the recommendations. Consultants, Senior Parliamentary Advisor, translation, printing, publication, DSA, \$30,000</p>

	2008-2009	2.9: Organise and host Youth Parliament session- NA	TCS	- Select 123 children (1 per seat in the NA) from 5th/6th grades to participate in a one-day mock session of Parliament. Bills drafted by children, with the help of teachers, may be discussed in commission and plenary. \$23,750
				Component II Total: \$307,750
3. Management and Technical support for a competent and functional TCS	2007-2010	3.1: Provide policy and management support through SPA and management advisors	TCS	- Provide policy and overall guidance on increasing the efficiency and effectiveness of the parliament and secretariats in daily interaction, coaching and guidance to TCS and National Project Manager for managing and coordinating donor assistance projects. To be provided through Management/Operations Advisor. Senior Parliamentary Advisor, Management/Operations Advisor, consultants, programme assistant, DSA, printing, translation, communication, cost of organizing training sessions. \$213,500
<i>Output Indicators</i>	2007-2010	3.2: Provide training on project management, book keeping and accounting	TCS	
1. TCS staff provided with professional training on project management, financial management, project monitoring and evaluation	2007-2010	3.3: Provide advice on managing donor projects	TCS	
2. Staff better able to interact with international organizations and donors	2007-2010	3.4: Coaching on project management and interaction with interaction with international organizations	TCS	
3. Coherent work plan and action plan created	2007-2010	3.5: Develop and sequence the strategic framework and action plan of the Cambodian parliament	TC	
4. Mid-term review completed and submitted to FSC and PSC	2008	3.6: Assist TCS to commission a mid-term review of strategic framework and action		- Consultants, DSA, printing, translation, DSA, publication, \$20,000
	2009	3.7: Mid-term and final evaluation of LEAP project and audit		- SPA and OMA, printing, translation, DSA, publication, consultants 14,000
	2007-2010	3.8: Communication/Publication		Consultants, DSA, printing, translation, DSA, publication, \$6,000

					- Produce publication and leaflets and promotional materials for project activities: \$7,000
		GRAND TOTAL			Component III Total: \$260,500 \$825,044

Organizational Chart for the Legislature Assistance Project ANNEX 2



Parliament Steering Committee
LEAP Project
Terms of Reference

I. Overall responsibilities

The Parliament Steering Committee (PSC) is officiated in the strategic framework of the Cambodian Parliament as an oversight mechanism for all donor assistance to the Cambodian parliament. The similar structure has also been piloted in the CIDA-funded project. Therefore, this PSC will perform the function as a Project Board of the UNDP supported project (LEAP). The Parliament Steering Committee is the group responsible for making executive management decisions for a project when guidance is required by the National Project Manager, including approval of project plans and revisions. This group is consulted by the National Project Manager for decisions when project manager tolerances have been exceeded.

Based on the approved annual work plan (AWP), the Parliament Steering Committee reviews and approves project stage plans (quarterly work plans) and authorizes any major deviation from these agreed stage plans. It is the authority that signs off the completion of each stage plan (quarterly progress and financial reports) as well as authorizes the start of the next stage plan. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the National Project Manager and any delegation of its Project Assurance responsibilities.

II. Specific Roles and responsibilities of PSC:

In the context of the UNDP-supported project "LEAP", PSC is to guide and approve project document, as amended by any subsequent substantive revision. The PSC will have the following responsibilities:

A. During the process of running this project:

1. To provide overall policy guidance on the Project's general direction and priorities, in light of evolving circumstances in Cambodia.
2. To review the deployment of Project resources for approved annual work plan and to advise on priority uses.
3. To review the Project's semi-annual progress reports, as submitted by the National Project Manager with a view to making recommendations as to future activities.
4. To review the progress on implementation of activities, assess the relevance of the project within the overall context of national reforms and

will propose necessary recommendations to adjust project activities as required.

5. Approve workplan of implementing partner (TCS).
6. Agree on Project Manager's tolerances in the stage plan;
7. Review each completed project stage plan and approve the next stage plan;
8. Review and approve end project report, make recommendations for follow-on actions;
9. Provide ad-hoc direction and advice for exception situations when project manager's tolerances are exceeded;
10. Assess and decide on project changes;
11. Assure that all planned deliverables are delivered satisfactorily and programme management directives are complied;
12. Conduct annual review of AWP and pass on the results to Programme Component Review

B. For the process of closing this project:

1. Assure that all products deliverables are delivered satisfactorily;
2. Review and approve the end project report;
3. Make recommendations for follow-on actions and post project review plan;

III. The Composition of PSC:

The PSC consists of:

- Presidents of the Senate and National Assembly or their designated officials- (Chair)
- The UNDP Programme Director (Co-Chair);
- Chairperson or deputy chairperson of 9 commissions of both houses
- Chairperson and Deputy Chairperson of TCS (no voting rights)
- Representatives from related external projects

The National Project Manager will be the Secretary to the PSC, preparing the agenda beforehand and summary minutes afterwards. He/She may delegate his tasks and responsibilities to someone else in the TCS.

IV. Modus Operandi

The Parliament Steering Committee will meet on semi-annual basis, although ad hoc meetings in between may be convened upon the request of the National Project Manager or

any member of the PSC. There will be an annotated agenda, with necessary documentation circulated in advance, and minutes will be prepared and circulated shortly after each meeting. Meeting of PSC can be proceeded with a minimum quorum of 5 members of PSC. All decisions are to be made by consensus.

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**Implementing Partner
LEAP Project
Terms of Reference**

- Assume primary responsibility to the Parliament Steering Committee, in particular, to UNDP for the overall performance of the project and for the use of resources.
- Effectively manage its project activities on the basis of clear annual and quarterly work plans that are approved jointly by the Parliament Steering Committee and UNDP. Ensure that outputs (results) are produced, objectives met and impact made in accordance with the document.
- Develop consolidated Annual Workplan with inputs from various commissions and secretariats of both houses and submit it to PSC through National Project Manager or his/her designee and UNDP for approval.
- Convene regular meeting of PSC and prepare the minute of the meeting and distribute to all members of PSC.
- Effectively mobilize project inputs, through the UNDP Country Office. Ensure that these inputs are delivered and transformed into concrete outputs in accordance with the work plans and project document.
- Provide the necessary personnel, physical facilities and other resources that are part of the parliament's contribution, as specified in the document.
- Monitor, evaluate, and report in the substantive and financial performance and impact of the project to PSC and UNDP.



**UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION**

I. Position Information

Job Title: **Senior Parliamentary Advisor, Legislature Assistance Project**

Department: UNDP Cambodia

Reports to: Technical Coordination Secretariat and UNDP

Type of contract: L5

II. Background

Originating from the Paris Agreements (October 1991), the Parliament of Cambodia has, despite sporadic difficulties, proven its institutional capacity to fulfill the responsibilities vested in it by the Constitution. In 2002, UNDP Cambodia began implementing a parliamentary support project aimed at the National Assembly and Senate. It generally focused on increasing the capacity of both Houses and their members. It has been broadly acknowledged by the international community that parliamentary democracy in the Kingdom of Cambodia has made a successful start.

It has been however advised on a number of occasions from a variety of sources, including principal donors themselves, that the Executive and to a slightly lesser extent the Judiciary had been favored at the expense of the Legislature. Only limited donor support has been directed to the Parliament so far. Nonetheless, the international community's contribution to the capacity development of the Cambodian Parliament, mainly channeled through UNDP, CIDA and the *Konrad Adenauer Stiftung*, has contributed to the development of the awareness of parliamentarians' role in a parliamentary democracy, the improvement of staff expertise, and the formulation of needs assessments in various key sectors which, mostly for lack of resources, have not been implemented.

In September 2006, the Speakers of the National Assembly and the Senate tasked UNDP, in coordination with the other donors, to help the Parliament formulate a Strategic Framework and Action Plan (SFW) for its development, which would describe the outcomes to be achieved in the long-run for building up a strong and representative Legislature, in line with the 1993 Constitution. The Strategic Framework was reviewed and approved by both Houses in January 2007. It gives the Parliament ownership over its development, and delineates the areas and activities in which the National Assembly and the Senate are seeking support from

the international community. The SFW has settled a coordination mechanism for the community of donors, led by a Parliamentary Steering Commission co-chaired by the Speakers of the NA and the Senate, and supported by a Technical Coordination Secretariat (TCS) chaired by the Secretary-General of the Senate, and co-chaired by the Secretary-General of the National Assembly.

In response to the objectives and outputs identified in the Strategic Framework and Action Plan of the Parliament and request for UNDP's continued assistance to the parliament, LEAP will aim to support the Cambodian Parliament in building its legislative, oversight and representative capacity through initiatives targeting both parliamentarians and their support staff. Support will also be provided to the national implementing partner to better manage and coordinate donor assistance.

In order to build on the momentum of the previous UNDP project and to facilitate a smooth transition to the new project (LEAP), a Senior Parliamentary Adviser (SPA) will be sought and placed at the newly established Technical Coordination Secretariat (TCS). The SPA is meant to provide hands-on training and to develop the capacity of parliamentarians and secretariat staff on topics of common interest. This includes, but not limited to improving procedures for reviewing draft bills, public hearings/consultation and adequate information flows; assisting in the prioritization of the parliament's action plan activities of the parliament, develop a communication plan for the mobilization of support and facilitate networking with parliamentarians in the region and around the world. Moreover, s/he shall provide regular mentoring/coaching to members of parliament and their support staff; assist parliament in revising its internal operations; assist the Technical Coordination Secretariat to implement and monitor the action plan; coordinate donor assistance; and produce evaluation reports and other documents as necessary. In a broad sense, s/he will advise the project on issues necessary for the coherent and timely delivery of project results.

III. Functions / Key Results Expected

Summary of key functions:

- Provide regular consultation and technical assistance to Members of the National Assembly (MPs) and Senators, commission chairs, house presidents.
- Assist members in conducting assessments of their Assembly's internal operations.
- Organize and conduct training seminars for commission chairs, caucus leaders and members of the NA and the Senate and staff of secretariat general of both houses and of Technical Coordination Secretariat.
- Assist in Prioritization of the parliament's action plan activities of the parliament
- Ensure that the legislative development program corresponds to the Parliament's Strategic Framework strategy, budget, work plans, and needs.
- Liaise with the representatives of the international donor community participating in the support to the Cambodian Parliament, and other actors who impact legislative development through direct technical assistance, in an advisory capacity, or through

policy creation.

- Facilitate and coordinate the integration of assistance from UN specialized agencies in the implementation of parliament's strategic framework and action plan, particularly with respect to the mandate of specialized commissions of Senate and National Assembly.
- Provide advice to the parliament for period re-adjustment and alignment of priority activities to the evolution of national and international developments.
- Assist in the promotion of interaction between parliament and civil society organizations.
- Assist in facilitating close interaction between the legislative and executive branch.
- Assist the parliament to reinforce inter-parliamentary networking, particularly with respect to Asean parliament, Inter-Parliamentary Union, and APF
- Assist in the formulation and implementation of Parliament's communication and resources mobilization strategy.
- Advise on developments related to modern and effective parliamentary practice in other countries.
- Monitor and measure the legislature assistance project's performance, timing, and results.
- In close coordination with Management/Operation Advisor, produce written reports on project activities on a periodical basis as requested by the NA, the Senate and UNDP.
- Assist and advise parliamentarians in preparation for intern-parliamentary meetings and international conferences.
- Conduct performance evaluations and revise the project's design as needed.
- Draft and/or edit agendas, terms of reference, training and briefing materials, and trainer reports for trainings and conferences.
- Manage and serve as a mentor to staff of Technical Coordination Secretariat.
- Develop and manage the legislature assistance project's budget.

IV. Impact of Results

The key results are expected to strengthen 1) the effectiveness and efficiency of the Cambodian parliament in order to reinforce democratic governance institutions; and 2) the positioning of UNDP as a key partner and even-handed broker between stakeholders, leading to improved partnerships with Government, civil society and like-minded donors. The design and relevance of the programme should allow for significant levels of resource mobilization, in line with the Country Office target ratio for core/non-core resources.

V. Competencies

- Strong analytical skills and proven ability to work independently;
- Proven capacity to work in an international environment;
- Proven capacity to transfer skills and knowledge and organization of hands-on training to national counterparts;
- Strong knowledge and understanding of vision, mission and goals of the UN in Cambodia, particularly UNDP with respect to reinforcement of Cambodian democratic institutions;
- Display sensitivity and adaptability to local culture;
- Ability to lead strategic planning, results-based management and development;
- Proven leadership, management, negotiation, communication and mediation skills;
- Demonstrate political sensitivity, diplomacy, and analytical judgment;
- Be proactive and able to lead discussion with parliamentary advisors and government staff;
- Ability to work under pressure and hardship conditions;
- Proven capacity to work with parliamentarians in developing countries.

VI. Recruitment Qualifications

Education:	<ul style="list-style-type: none">• Advanced university degree (at least Master's degree) in law, politics, development, social sciences, international relations, public administration or related field.
Experience:	<ul style="list-style-type: none">• 7-10 year experiences in government, preferably as elected member, senior staff or programme director of international parliamentary development programme or parliamentarians association or former secretary general.• Experiences with similar assignments in developing countries would be an asset.• In-dept understanding of, and experiences with processes, procedures of parliament in developed or developing countries.• Previous work experiences with UN/UNDP parliamentary development programme would be great asset.• Knowledge of, or exposure to parliaments in developing countries;• Proven record of experience in support to Parliamentary development in emerging democracies / post conflict countries;

Language Requirements:	<ul style="list-style-type: none">• Fluency in English, with excellent written and oral communications skills. knowledge of French and/or Khmer an advantage;
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**UNITED NATIONS DEVELOPMENT PROGRAMME
JOB DESCRIPTION**

I. Position Information

Job Title: **Management/Operations Advisor, Legislature Assistance Project**
 Department: UNDP Cambodia
 Reports to: TCS/UNDP

Type of contract: Appointment of Limited Duration (Local ALD)
 Level: A4

II. Background

Originating from the Paris Agreements (October 1991), the Parliament of Cambodia has, despite sporadic difficulties, proven its institutional capacity to fulfill the responsibilities vested in it by the Constitution. In 2002, UNDP Cambodia began implementing a parliamentary support project aimed at the National Assembly and Senate. It generally focused on increasing the capacity of both Houses and their members. It has been broadly acknowledged by the international community that parliamentary democracy in the Kingdom of Cambodia has made a successful start.

It has been however advised on a number of occasions from a variety of sources, including principal donors themselves, that the Executive and to a slightly lesser extent, the Judiciary, had been favored at the expense of the Legislature. Only limited donor support has been directed to the Parliament so far. Nonetheless, the international community's contribution to the capacity development of the Cambodian Parliament, mainly channeled through UNDP, CIDA and the *Konrad Adenauer Stiftung*, has contributed to the development of the awareness of parliamentarians' role in a parliamentary democracy, the improvement of staff expertise, and the formulation of needs assessments in various key sectors which, mostly for lack of resources, have not been implemented.

In September 2006, the Speakers of the National Assembly and the Senate tasked UNDP, in coordination with the other donors, to help the Parliament formulate a Strategic Framework and Action Plan (SFW) for its development, which would describe the outcomes to be achieved in the long-run for building up a strong and representative Legislature, in line with the 1993 Constitution. The Strategic Framework was reviewed and

approved by both Houses in January 2007. It gives the Parliament ownership over its development, and delineates the areas and activities in which the National Assembly and the Senate are seeking support from the international community. The SFW has settled a coordination mechanism for the community of donors, led by a Parliamentary Steering Commission co-chaired by the Speakers of the NA and the Senate, and supported by a Technical Coordination Secretariat (TCS) chaired by the Secretary-General of the Senate, and co-chaired by the Secretary-General of the National Assembly.

In compliance with the objectives and outputs identified in the Strategic Framework and Action Plan of the Parliament and request for UNDP's continued assistance to the parliament, LEAP will aim to support the Cambodian Parliament in building its legislative, oversight and representative capacity through initiatives targeting both parliamentarians and their support staff. Support will also be provided to the national implementing partner to better manage and coordinate donor assistance.

In order to speed up the pace of progress from the previous UNDP project, the project is seeking to recruit a Management/Operations Advisor (MOA), who will be placed at the newly-established Technical Coordination Secretariat (TCS). The MOA is meant to assist the technical coordination secretariat on the substantive and managerial aspects relating to the development, implementation, monitoring and coordination of project activities (LEAP and others). By doing so, MA is also to train staff of TCS on results-based management, communication, mobilization of support.

III. Functions / Key Results Expected

Summary of key functions:

- Provide assistance to TCS to formulate, implement, coordinate and monitor project activities;
- Assist the SPA in providing advice to the TCS and the Parliament Steering Committee;
- Work closely with TCS to develop annual and quarterly work plans, budgets, and project-related correspondence;
- Attend Parliament Steering Committee and ad hoc meetings
- Work with TCS to draft TORs and assist in identifying consultants and sub-contractors as required;
- Assist in drafting periodical reports, including the Annual Report, and in preparing the Project Performance Evaluation Report (PPER);
- Provide advice and inputs on organisation of seminars and workshops, conferences and fora;
- Assist in evaluation activities, including supporting the organisation of the review meetings;
- Support coordination between LEAP and other UNDP/Government projects;

- Liaise with UNDP, the NA, the Senate, government agencies, consultants and institutions engaged in the project;
- Support the project's resource mobilisation activities, particularly any reporting and other requirements relating to potential cost-sharing agreements with donors; and
- Build capacity of the project team in managerial skills, including their ability to develop effective financial, administrative and managerial procedures for project implementation.

IV. Impact of Results

The key results are expected to: 1) build capacity of staff of Technical Coordination Secretariat to in managing projects and coordinating donor assistance; and 2) strengthen the positioning of UNDP as a key partner and even-handed broker between stakeholders, leading to improved partnerships with the Parliament, civil society and like-minded donors. The design and relevance of the project should allow for significant levels of resource mobilization, in line with the Country Office target ratio for core/non-core resources.

V. Competencies

- Sound project management skills, including project cycle management, and financial and contractual management procedures.
- Strong analytical skills and proven ability to work independently.
- Good communication and interpersonal skills.
- Knowledge of the Cambodian parliamentary system an advantage.

VI. Recruitment Qualifications

Education:	<ul style="list-style-type: none"> • Minimum: Master's degree or equivalent qualification in political science, management, public administration.
Experience:	<ul style="list-style-type: none"> • Previous experience in governance programs in similar positions is a sound advantage. • Experience working in Least Developed Countries (LDCs) and/or in South East Asia is an advantage. • Minimum 7 (seven) years experience working in the field of parliamentary practice and administration, particularly in the areas of institutional management, parliamentary

	<p>commissions and legislative process is a distinct advantage.</p> <ul style="list-style-type: none">• Knowledge of, and familiarity with UNDP programmes and internationally accepted management practices
Language Requirements:	<ul style="list-style-type: none">• Fluency in spoken English and good English writing skills mandatory. Khmer/ French language skills an advantage, as is a willingness to learn.• Ability to translate/interpret Khmer into English and vice versa for meetings and missions is an advantage.

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Year Quarter	2007				2008				2009				2010				
	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Enhance the capacity of secretariat staff of the NA and the Senate in documentation, the legislative process and the provision of advisory services to parliamentarians				✓		✓							✓				
Activity 2.2: Develop orientation package and organize orientations workshops for newly-elected MPs		✓				✓											
Activity 2.3: Develop a roster/network of experts to provide advice to parliament on thematic issues when needed	✓	✓															
Activity 2.4: Enhance the Documentation and Research departments' capacity to serve parliament more effectively			✓			✓											
Activity 2.5: Enhance the in-house flow of information						✓											
Activity 2.6: Develop a Hansard (Short hand)		✓							✓								
Activity 2.7: Organise training sessions to improve the ability of constituency office staff to provide public information services and liaise with CSOs			✓							✓				✓			
Activity 2.8: Modernise and regularly update the website of the NA and Senate	✓	✓								✓							
Activity 2.9: Organise and host Youth Parliament session									✓								
Output 3: Management and Technical support for a competent and functional TCS																	
Activity 3.1: Provide policy and management support through SPA and management advisors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Activity 3.2: Provide training on project management, book keeping and accounting		✓								✓				✓			
Activity 3.3: Provide advice on managing donor projects	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Activity 3.4: Coaching on project management and interaction with international organizations	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Activity 3.5: Develop and sequence strategic framework and action plan of the Cambodian parliament	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Activity 3.6: Assist TCS to commission a mid-term review of strategic framework and action plan							✓										
Activity 3.7: Mid-term, audit and final evaluation of LEAP project								✓									
Activity 3.8: Communication/Publication	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

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United Nations Development Programme
 CAMBODIA
 Year: 2007-2010
 Project Number: XXXXXX
 Project Title: Legislature Assistance Project (LEAP)

ANNEX 5: INDICATIVE BUDGET

LEAP Indicative Work Plan and Budget for 2007 - 2010

Expected Output	Key Activities	Person	Fund	Imp.A	Donor	Code	AcctID	Build	Descriptions	Planned Budget	Total	As of June 30, 2007																					
												2007	2008	2009	2010	2011																	
1 Strengthen the capacity of commissions to better exercise their internalized functions	1.1 Enforced interpretation through outreach activities 1.2 Improve law making process 1.3 Strengthened oversight functions	TCS							Public outreach through field trips to provincial and urban communities encouraged to hear the citizens and get their views on the progress of implementation of laws		5,044		2,270	1,513	1,261																		
																71100 PERINT SPA																	
																74200 MISC Printing & production																	
																71600 TRAV Travel costs																	
																74500 MISC Miscellaneous Expenses (MSJ)																	
																Sub-total:											25,044						
																Activity 1.1.2:																	
																Provide support to organizing hearings on selected topics of public and parliamentary interest																	
																71300 SSA National consultant																	
																74200 MISC Printing																	
71600 TRAV Travel costs																																	
74500 MISC Miscellaneous Expenses																																	
Sub-total:											18,000																						
Activity 1.1.3:																																	
Support to the Women's Caucus through training workshops, especially on international best practices and lesson examples																																	
71100 PERINT SPA																																	
74200 MISC Printing																																	
71600 TRAV Travel costs																																	
74500 MISC Miscellaneous Expenses																																	
Sub-total:											27,000																						
Activity 1.2.1:																																	
Evaluate the current legislation, review process for improvement and carry out pilot project in parliament for reviewing the draft law/bills process more effectively																																	
74200 MISC Printing																																	
71600 TRAV Travel costs																																	
74500 MISC Miscellaneous Expenses																																	
Sub-total:											16,000																						
Activity 1.2.2:																																	
Establish appropriate procedures in providing inputs for development of government's executive orders (decrees, sub-decrees, etc.)																																	
71100 PERINT SPA																																	
74200 MISC Printing																																	
71600 TRAV Travel costs																																	
74500 MISC Miscellaneous Expenses																																	
Sub-total:											15,000																						
Activity 1.2.3:																																	
Technical assistance for reviewing draft bills (in cooperation with UN agencies and others) including support to the working groups that may be created to review bills																																	
71100 PERINT SPA																																	
71300 SSA National consultant																																	
74200 MISC Printing																																	
71600 TRAV Travel costs																																	
74500 MISC Miscellaneous Expenses																																	
Sub-total:											52,000																						
Activity 1.3.1:																																	
Enhance air transportation knowledge of several issues through workshops and seminars in conjunction with UN agencies and other experts																																	
71300 SSA National consultant																																	
71600 TRAV Travel costs																																	
74500 MISC Miscellaneous Expenses																																	
Sub-total:											40,000																						
Activity 1.3.2:																																	
Enhance air transportation knowledge of several issues through workshops and seminars in conjunction with UN agencies and other experts																																	
71300 SSA National consultant																																	
71600 TRAV Travel costs																																	
74500 MISC Miscellaneous Expenses																																	
Sub-total:											18,000																						
Total											40,000																						

As of June 30, 2007

