



**United Nations Development Programme
Country: Cambodia
Programme Document
December 2010**

Programme Title Partnerships for Development Results

UNDAF Outcome(s): By 2015, national and sub national institutions are more accountable and responsive to the needs and rights of all people living in Cambodia and increased participation in democratic decision making.

CPAP Outcome(s): Enhanced capacities at national and sub-national to develop and monitor policies, plans and budgets that are evidence-based and geared towards the attainment of the CMDGs by 2015.

CPAP Output(s): Development cooperation practices for greater national ownership and innovative partnerships strengthened.

Implementation Modality: Nationally Implemented (NIM)

Implementing Partner: CRDB/CDC

Brief Description

The Partnerships for Development Results programme will consolidate, strengthen and extend Government capacity and systems to manage external development resources in a results-based manner to promote the achievement of the Cambodia Millennium Development Goals.

The objective of the programme is to promote government's aid management capacities and partnership practices in order to achieve improved development results. This is to be achieved by: (1) revising the Royal Government of Cambodia aid management policy; (2) focusing attention to sector results by ensuring national and external resources are fully aligned with government sector/budget strategies; and (3) increasing use of national systems for programming, planning, Monitoring & Evaluation, coordination and resource mobilisation in a number of key sectors.

Programme Period (CPAP): 2011 - 2015 Key Result Area (Strategic Plan): Poverty Reduction Atlas Award ID: _____ Start date: 01/01/2011 End Date: 31/12/2015 PAC Meeting Date: 26/11/2010	<table> <tr> <td>Total resources required</td> <td>5,000,000</td> </tr> <tr> <td>Total allocated resources:</td> <td></td> </tr> <tr> <td>• Regular</td> <td>1,000,000</td> </tr> <tr> <td>• Other:</td> <td></td> </tr> <tr> <td> ○ NZAID</td> <td>471,471</td> </tr> <tr> <td> ○ Donor</td> <td>_____</td> </tr> <tr> <td> ○ Government</td> <td>_____</td> </tr> <tr> <td>- Unfunded</td> <td>3,528,529</td> </tr> </table>	Total resources required	5,000,000	Total allocated resources:		• Regular	1,000,000	• Other:		○ NZAID	471,471	○ Donor	_____	○ Government	_____	- Unfunded	3,528,529
Total resources required	5,000,000																
Total allocated resources:																	
• Regular	1,000,000																
• Other:																	
○ NZAID	471,471																
○ Donor	_____																
○ Government	_____																
- Unfunded	3,528,529																

Agreed by (Implementing Partner):



CHHENG YANARA

Agreed by UNDP:

Elena Tischenko

ELENA TISCHENKO

I. SITUATION ANALYSIS

The UNDP Country Programme, derived from the 2011-2015 UNDAF, responds to national priorities of the Royal Government of Cambodia (RGC) set out in the National Strategic Development Plan (NSDP) Update 2009-2013. This notes that Cambodia has achieved impressive growth over the past decade and a significant reduction of poverty, albeit with increased income inequality. Consequently, Cambodia has made significant progress towards some of its Cambodia Millennium Development Goals (CMDGs) and on-going Government reforms are in place to strengthen governance, improve service delivery and to develop capacities.

Cambodia's struggle to overcome the effects of decades of conflict, capacity and resource constraints and its status as a Least Developed Country (LDC) are noted as being the major bottlenecks to reaching the CMDGs. Strengthening alignment of development assistance to sector policies and budgets while focusing on development results will be necessary to accelerate progress in the lagging CMDGs. Continued aid dependence highlights the important role of external resources in supporting the national development programme as well as the need to ensure that these resources are managed effectively. The NSDP Update requests USD 6.3 billion in public sector investments over the 2009-2013 period, of which USD 5.27 billion is expected to largely come from Official Development Assistance (ODA).

In spite of the 2008 global economic downturn, aid to Cambodia has continuously increased since 2004 with disbursements reaching USD 989.5 million in 2009 and accounting for 55 percent of government budget. Projected ODA disbursements for 2010 are of in the order of USD 1.1 billion. This sustained increase in ODA is linked to the growing influence of cooperation related activities from regional partners, especially China and Korea. China's disbursement to Cambodia increased from USD 32.5 million in 2004 to USD 114.7 million in 2009. In addition to ODA, regional partners provide the lion's share of Foreign Direct Investment (FDI). In 2009, Foreign Direct Investment (FDI) fell to USD 515 million, but is expected to recover to USD 725 million in 2010, with Korea and China providing the bulk of the capital. Cambodia is located in a 'good neighbourhood', surrounded by fast-growing economies and middle-income countries, and as a result it is well placed to take advantage of increased South-South cooperation opportunities.

Although Government's increased leadership and ownership of the development process has translated into more deliberate and articulated national policy making and visioning, significant capacity gaps (skills, systems and organisation) remain key constraints for the more assertive national authorities to attain their goals. UNDP has therefore supported the Cambodian Rehabilitation and Development Board of the Council for the Development of Cambodia (CRDB/CDC), the RGC aid management and coordination focal point, to develop RGC capacity to manage aid effectively, adopting and implementing policies that make reference to the 2005 Paris Declaration while being relevant to the Cambodia development context.

Cambodia has made significant progress in institutionalising and implementing the global framework on aid effectiveness as outlined in the Paris Declaration (2005) and the Accra Agenda for Action (2008). A 2009 independent evaluation of the 'Multi-donor Support Programme to Implement RGC's Strategic Framework for Development Cooperation Management' (MDSP), the antecedent to the Partnerships for Development Results programme, found that the programme had achieved meaningful results at the output level, including supporting the capacity development of CRDB/CDC to formulate and implement policies related to aid management across Government. However, technical and leadership challenges remain including translating CRDB/CDC programme-supported outputs into development results; ensuring that development policy dialogue and consultation is more inclusive of civil society, regional partners and private sector; ensuring development partner supported projects foster local ownership and align to national systems; and that development partners harmonise in a fragmented aid environment.

Progress and Future Challenges

Based on the five principles of aid effectiveness, progress and challenges have been documented in the 2010 Aid Effectiveness Report and may be summarised as follows:

- (i) Ownership – the NSDP has become a more credible framework to guide and monitor national development efforts while complementary reform programmes, for example in public financial management, have made the budget and resource allocations more credible and linked to the achievement of the CMDGs. CRDB/CDC, the Government aid coordination focal point, has provided effective leadership and developed its own capacity to adapt and apply aid effectiveness principles, including to produce consistent policy guidelines (Harmonisation, Alignment & Results Action Plan), outreach to sectors (Technical Working Group Network), and coordination of donor efforts to align and harmonise their aid [Programme-Based Approach (PBA) Concept Note]. It is recognised, however, that greater political leadership and collective action on the part of both RGC and development partners is required to strengthen the link between improved aid practices and actual development results. This requires that CRDB/CDC's own leadership be complemented and applied across RGC to ensure that capacity is developed and applied to lead results-based sector programmes.
- (ii) Alignment – the NSDP, associated sector strategies and the efforts of CRDB/CDC have made a strong and positive contribution to ensuring that external assistance is aligned to national priorities. Capacity to measure and monitor alignment, as well as to advocate for funding to be aligned with RGC priorities has been demonstrated in publications such as the Aid Effectiveness Report and through mechanisms such as the Cambodia Development Cooperation Forum (CDCF). Initiatives to strengthen and use national systems have made less progress but this is now increasingly the focus of national efforts through application of core reforms and sector capacity development efforts. Based on Accra Agenda for Action (AAA) commitments, 2010 analytical work has provided an entry-point for RGC and its development partners to begin to address the challenge of strengthening and using national systems (planning, finance, procurement, monitoring and review). The task now for CRDB/CDC in supporting effective aid management in the context of sector programmes is to integrate effective aid management practices in line ministry work and associated reform programmes to ensure that development partner support, including technical cooperation, is dedicated to supporting the development and use of national systems.
- (iii) Harmonisation – development partners increasingly coordinate their dialogue at national and sector level, using such mechanisms as the Government Development Partner Coordination Committee (GDCC) and Technical Working Groups (TWGs). This has enabled them to advocate and engage more effectively than was previously the case. There has been increased use of delegated cooperation and pooled fund arrangements in key sectors (e.g. education, health, Sub-National Democratic Development, Public Financial Management) in the context of programme-based approaches, which has emerged as the Government's preferred tool for managing aid at sector level. Future efforts must be placed on harmonising development partner standards and reporting requirements around the use of national systems and an overall RGC lead. With MDSP support, CRDB/CDC has produced a PBA Concept Note that has been subject to significant consultation with RGC line ministries and development partners. This has created a strong platform for PBA work to be extended to priority sectors in the future (gender, mine action, climate change, Sub-national Democratic Development).
- (iv) Managing for Development Results – the NSDP Update (2009 – 2013) identifies the need to strengthen the national monitoring and evaluation framework as an important priority, demonstrating a growing awareness of the value of data and lesson-learning in development management. Across sectors, the MDSP has supported national training and provided technical support that has resulted in a marked progress in producing comprehensive input-based work plan/budgets that can then be used to assess results and performance. The Joint Monitoring Indicators (JMIs), the principal performance framework agreed by Government and development partners, have also been revised under CRDB/CDC leadership (and with MDSP technical support) to become results-based at the outcome and output level. In conjunction with the RGC core reforms, which also emphasise performance and results, the challenge for CRDB/CDC is to consolidate and extend the use of results-based tools in a manner that is relevant and effective for RGC ministries and agencies. This endeavour will in the future be strongly linked to the development of national systems (e.g. for planning, budgeting and M&E) that will be implemented through PBA mechanisms.

- (v) Mutual accountability – the JMIs provide the main results and performance framework while the TWG-GDCC-CDCF arrangements provide the forum for dialogue. These have been largely effective as a means to exchange information and address many policy-related issues, although dialogue can remain difficult in sensitive areas or may fall outside the remit of some groups (e.g. economic land concessions, some governance-related issues). Partnerships with civil society organisations, in particular with the Cooperation Committee for Cambodia (CCC) have supported the engagement of CSOs in the aid effectiveness dialogue and the programme has supported the development of an information system for recording NGO support that will support the efforts of NGOs to be more transparent about the work they do and the results they achieve. A similar tool, the ODA Database, has been designed with MDSP support to record ODA flows, acknowledged as a global best practice in the development of information systems linked to policy development and monitoring. Efforts to address the behavioural aspects of the multi-stakeholder environment have been taken forward through the innovative CRDB/CDC-led "Making Partnerships Effective" initiative. There have been encouraging signs of increased engagement with (and capacity of) civil society but there remains a need to further define and strengthen the contribution of CSOs. Similarly, the role of Parliament, which is required to approve the Budget and the NSDP, has been relatively muted with regard to the aid effectiveness agenda. Extending partnerships with parliament and with civil society will be an important focus for the programme in the next five years. In addition, it will be necessary to ensure that the existing mutual accountability mechanisms are responsive to the evolving development landscape by adopting more broad-based partnerships with regional partners and the private sector.

Although long-term support has been provided to CRDB/CDC by UNDP (and co-funding donors), it was only in 2006, with the introduction of the MDSP, that the focus was explicitly placed on capacity development. Beyond the benefits in terms of organisational strengthening within CRDB/CDC, this approach has also provided momentum for the strengthening of partnerships and networks across Government, with development partners, and, increasingly, with civil society. CRDB/CDC has been strengthened in its role as a facilitating agency – the 'hub of a network' - and has established itself as an acknowledged leader and provider of expertise and support in the field of aid management. The 2009 independent review of the MDSP found that, as a direct result of programme support, CRDB/CDC "today bears little resemblance to the fragile organisation ... that MDSP found in 2006" and the programme has recorded important progress, as follows:

- Within CRDB/CDC, its formal mandate has been revised in early 2006 and in 2009; a Capacity Development Strategy was developed through internally-led participatory approach; staffing is now as per "ideal" structure, under a performance management system; a focus on working environment/conditions emphasise non-monetary incentives and organisational identity; responsibilities and workflow are organised around key products and processes (e.g. AER and CDCF).
- With other RGC ministries and development partners – the role and contribution of CRDB/CDC is understood and appreciated by most counterparts; portfolio management (multilateral, bilateral, NGO) is competently managed by RGC; coordination mechanisms (TWG, GDCC, CDCF) are well facilitated; information and reporting tools (ODA Database, AER, website) are highly regarded; more emphasis is placed on networking and outreach approaches to build partnerships; and there is emerging capacity in RGC – attributed to MDSP support – to lead policy dialogue.
- Specific evidence of results in key sectors – education (information, planning and M&E systems), health (integrated annual plans, joint reviews), gender (improved JMIs, transition to PBA), mine action (capacity strategy, partnership principles, aid effectiveness tools), food security (leadership of Social Protection policy), fisheries (M&E systems) – can be attributed to the training and technical support provided to these TWGs by CRDB/CDC facilitated by the MDSP.
- However, it was also noted that CRDB/CDC required further consolidation of its capacity gains before they could be considered to be sustainable, especially in policy, information management and administration functions. Furthermore, the outreach functions of CRDB/CDC, while acknowledged as significantly approved by ministries and development

partners, required a more tailored, dedicated and sustained effort if they were to translate into results at the outcome level.

The findings of the independent review are consistent with RGC and MDSP's own analysis:

- Principles and practices of effective aid management, together with enhanced capacity, are therefore now well established in CRDB/CDC but require further support to policy leadership, information management and organisational/administrative strengthening.
- Other government agencies and civil society partners are increasingly acquainted with these principles, and increasingly show ownership of them, but require additional capacity to translate and apply them in practice to their own work so that they inform the achievement of results.
- RGC is well placed to translate these capacities into development results if the effort to maintain leadership at sector level is maintained and complemented by efforts to ensure the integration of aid management principles into sector and programme programming.

The **technical challenge** is therefore to translate CRDB/CDC programme-supported outputs, defined in terms of policies, information systems, outreach services and monitoring systems, into development results by institutionalising the changes to aid practices that are necessary to secure these improved development outcomes. The **leadership challenge** is to mobilise and apply RGC and development partner capacity to reform aid practices, ensure compliance with RGC policy on aid management and to programme and manage resources in a manner that supports the attainment of development results.

II. PROGRAMME SCOPE & STRATEGY

Accordingly, the strategy to be adopted by this programme is based on providing continued capacity development services to CRDB/CDC, in particular to Policy and Administration functions, enabling it to implement its aid management policies. This will include a review of Cambodia's aid policy following the 4th High Level Forum in Korea. Support will be provided principally through CRDB/CDC in order to ensure that it can consolidate its own capacity to implement its mandate as the national aid management focal point and to extend aid management advice and support services to line ministries while developing closer partnerships and working arrangements, including for South-South cooperation, with civil society and other non-governmental actors. The direction articulated in this programme document is consistent with the approach proposed by RGC and endorsed by international and national stakeholders during the June 2010 CDCF meeting.

The objective of the programme is therefore to consolidate and strengthen Government capacity to build effective partnerships and to establish effective working practices with national and international stakeholders in order to deliver development results in accordance with the CMDGs and national development policies. Programme support should therefore be provided to Government, and where appropriate to Parliament and to civil society, to consolidate and implement this policy direction, principally to ensure that CRDB/CDC can function independently of external support by 2015 to provide effective and relevant contextualised support in all technical, partnership and systems-related areas of aid management across all sectors.

By enhancing capacities to strengthen development cooperation practices for greater national ownership and innovative partnerships (CPAP Output 5.3), the Partnerships for Development Results programme will contribute to, UNDP CPAP Outcome 5, enhanced capacities at national and sub-national levels to develop and monitor policies, plans and budget that are evidence-based and geared towards the attainment of the MDGs by 2015.

The three main components of the of the strategy and approach are: (1) revising and adapting the Royal Government of Cambodia aid management policy to the changing development environment; (2) focusing attention to sector results by ensuring national and external resources are fully aligned with government sector/budget strategies; and (3) strengthening use of national systems.

CRDB/CDC has emphasised the importance of analysing and understanding the operating environment, learning and applying lessons, and being able to manage and adapt to change as part of an effective approach to capacity development for effective aid management.¹ Knowledge management has therefore represented an effort to pro-actively gather, analyse and share information, building formal/explicit tools (Aid Effectiveness Report and the ODA Database) as well as tacit knowledge in terms of investments in the capacity of RGC officials and development partners. Within CRDB/CDC there is a continued need for organisational learning, codifying of knowledge products, and enhanced dissemination and follow-up. Knowledge management activities have therefore been mainstreamed in the deliverables for each of the three programme outputs (see above).

Effective knowledge management, leading to more sustainable capacity for delivering results, can be achieved through further investment in organisational learning processes and development of information management tools together with use of national, regional and global networks. CRDB/CDC will therefore be supported to develop its own learning programme and knowledge management tools (through the Policy and Information Management departments) and to strengthen its operational functions through the development and application of standard operating procedures and codified procedures for all administrative tasks (Output One). Support to line ministries and the sub-national level, facilitated through PBA work and the core reforms, will include the development of aid management learning tools and knowledge products that promote linkages between sector work and aid management, partnership-building, and results-based approaches. These will include tailored "clinics" and events for line ministries and TWGs, the production of on-line tools, as well as the continued use of the TWG Network that has been facilitated by CRDB/CDC since 2007 (Output Two). The ODA Database will be further customised according to the needs of its users and the principles of transparency and accountability. National systems use will be supported by the development of capacity assessment tools, case studies and learning exchanges in the region (Output Three).

Knowledge management, particularly in the form of e-Government is a further area where South-South opportunities will be identified. CRDB/CDC will identify and pursue opportunities in the region to institutionalise relationships with key organisations/networks (principally those engaged in capacity development and aid management) for learning as well as dissemination of its own expertise. This will include seeking to formalise and expand technical cooperation arrangements with regional (non-traditional/emerging) donors such as China, South Korea, Malaysia and India. This will allow CRDB/CDC to leverage on its mandate as aid coordination focal point and its relationship with other RGC ministries and agencies to enhance access of RGC to South-South learning opportunities in a broader range of areas of relevance to RGC.

In accordance with the guiding principle of national ownership, this programme document has been developed in close consultation with CRDB/CDC. The RGC's own analysis and policy recommendations, included in the Aid Effectiveness Report 2010, therefore inform much of the previous section. Similarly, RGC's own priorities have been incorporated into this section on Strategy, including to take account of the policy recommendations contained in the Aid Effectiveness Report 2010, and to reflect the results of a strategic visioning/planning exercise conducted by CRDB/CDC in early September 2010, which emphasised the need to consolidate CRDB/CDC's own capacity, support the implementation of programme-based approaches, extend and strengthen partnerships (including with regional partners and the use of South-South cooperation) and address aid management implications of working effectively in cross-cutting areas such as gender and climate change.²

¹ See, for example, the policy speech given by the CRDB/CDC Secretary General to an OECD/DAC organised meeting on developing the agenda for the agenda for HLF-4 that took place in Berlin, June 2009 (also summarised in 2010 Aid Effectiveness Report).

² The 2010 RGC Aid Effectiveness Report proposes the strengthening of results-based programmatic approaches as the most feasible means to address both leadership and technical challenges. The September 2010 CRDB/CDC Strategic Visioning/Planning exercise included a scan of the environment, a SWOT analysis and a reflection on internal working practices. The results of this latter exercise are reflected in the strategy and activities outlined in this program document.

III. PROGRAMME OUTPUTS

Output 1: Royal Government of Cambodia aid management policy (2012-2015) revised and adapted to the changing development environment (incorporating post-Paris Declaration period global priorities, lessons from the Paris Declaration Evaluation, Programme Based Approach work, information management, Joint Monitoring Indicators, and technical cooperation guidelines)

The programme will be provided with an early opportunity to validate all areas of focus by the Fourth High-level Forum on Aid Effectiveness (HLF-4), which will take place in South Korea in November 2011 in order to review (and presumably replace) the Paris Declaration. Consultations on the HLF-4 policy position will take place through established structures (TWGs and GDCC) as well as through dedicated national and regional workshops with civil society. In 2012 the policy framework currently set out in the Strategic Framework for Development Cooperation Management, the National Operational Guidelines, and the Harmonisation, Alignment and Results Action Plan, and other associated documents (for example the Guideline on Technical Cooperation and the use of the TWGs) will then be updated. A successor to the Cambodia Declaration, which localises the Paris Declaration, may also be considered by RGC including to focus on PBAs, national systems, capacity development, technical cooperation, partnerships with emerging donors, and South-South cooperation. Supporting a revised RGC policy framework in early 2012 will therefore be a major programme activity.

To recognise and strengthen partnerships beyond the sector level, the programme will support CRDB in developing and utilising relationships and partnerships with the following:

- Civil society organisations (national and sub-national level)
- Private sector
- Parliament
- Regional donors as part of South-South cooperation

Beyond the sector and TWG level, coordination and dialogue mechanisms such as GDCC and CDCF will be reviewed and strengthened to ensure they serve as opportunities for addressing policy issues as well as for reviewing results in a transparent framework that is guided by the principles of mutual accountability. The transition from the CDCF model towards the Cambodia Development Forum, which will be developed during the programme period under RGC leadership, will provide an expanded role for national agents (civil society and the private sector) and an opportunity for greater national engagement and accountability for results. The programme will also support direct consultations with Parliament and civil society, assisting them to perform their accountability role in participating effectively in the monitoring of national development activity. Outreach and integration of regional donors (e.g. China, South Korea, India, Malaysia) will be managed according to the principles of peer learning, equity and contextualisation that characterise South-South cooperation. RGC policy on South-South Cooperation can then be clarified and codified under the leadership of CRDB/CDC to incorporate the views of RGC on South-South coordination structures (informed by the reciprocal policies and structures of South-South providers in the region), a framework for matching demand and supply, and a practical tool that identifies, records and disseminates relevant South-South Cooperation opportunities.

Key Actions

- Revised RGC aid management policy 2012-2015 (incorporating post-Paris Declaration period global priorities, lessons from PD evaluation, PBA work, information management, JMIs, technical cooperation guideline)
- Outreach work with, and direct support to, civil society and Parliament, ensuring they play their advocacy role in aid effectiveness while also complying with good practice (building on existing partnerships with CSOs to include representation in TWG Network, sub-national consultations, information management, production of NGO Aid Effectiveness Report)
- Develop policy on South-South cooperation under CRDB/CDC leadership as well as knowledge tools to match demand/supply of South-South opportunities (leveraging on

Cambodia's representation in OECD/DAC Working Party, regional learning exchanges and donor partnerships for 'trilateral' cooperation with regional/emerging partners)

- Identify and implement an appropriate framework for engaging regional partners at a technical level, based on S-S principles, so that their support can be fully aligned with national priorities
- Structure and organise a dialogue with the private sector that explores the complementary roles of the private sector and ODA in supporting national development
- Knowledge management tools and resources to include South-South policies and tools for matching demand/supply, NGO database, policy work on regional partners and learning exchanges.
- ODA and NGO Databases maintained and further customised to record all support and be used to structure the work processes for policy and line departments of CRDB/CDC
- Knowledge management tools, guided by Capacity Development Strategy, to comprise policy documents, Operations Manual, ODA and NGO Database, learning exchange, seminar series, performance system.
- Strengthening CDC outreach capacities to ministries, development partners, civil society, private sector and parliament (seminars, trainings, technical support, production of aid management tools)
- Capacity Development Strategy 2011-2015 (organisational, systems and staff strengthening to support CRDB sector work, sustainability plan, knowledge management strategy, motivation and performance management, learning exchanges in key areas of policy development, production of an Operational Manual for CRDB to guide organisational and administrative management, gender in the workplace)
- Policy analysis and development on work with regional partners, South-South cooperation, civil society partnerships, private sector dialogue in ODA management, post-Paris Declaration period priorities)
- Training plan for staff, including a seminar series delivered by programme staff, based on supporting immediate performance and enabling longer-term career development.

The principal objectives of this component is to ensure that CRDB/CDC remains relevant in an evolving aid environment and can function largely independent of external support by 2015. Programme support will be directed to enabling CRDB/CDC to develop its capacity to: (i) lead in policy development, analysis and results monitoring in all aspects of aid management; (ii) provide advisory and substantive support to line ministries and other RGC agencies in order to establish and/or strengthen programme-based approaches (PBAs) and results-based management approaches that are based on the principles of mutual accountability; (iii) establish and consolidate bilateral and multi-stakeholder partnership processes for resource mobilisation and dialogue; (iv) manage information and knowledge effectively and transparently for both internal and external users; and (v) establish and maintain robust administrative and accountability functions.

This will, in particular, entail the strengthening of CRDB/CDC policy departments and augmenting the skills of staff to provide advisory services as well as to facilitate PBA-related capacity assessments of line ministries and TWGs. All departments involved in supporting sectoral dialogue, resource mobilisation and portfolio management will be provided with further support building on the foundations laid during 2006-2010. From an administrative standpoint, the utilisation of the UNDP NIM modality to the fullest extent will establish systems, procedures and capacities within CRDB/CDC to ensure effective organisational management of all mandated functions. A baseline of capacities will be established by a Harmonised Approach to Cash Transfers (HACT) micro assessment in late 2010.

The approach to be taken to capacity development within CRDB/CDC will be articulated in a 2011-2015 Capacity Development Strategy (CDS), which will update the CDS developed by CRDB/CDC with programme support for the period 2006-2010. This will focus on institutional (policies and procedures), organisational (systems, structures, tools) and individual (training, coaching, mentoring, motivation) approaches. These approaches, which inform the role of all programme staff in working with their respective counterparts, build on those successfully employed in the 2006-2010 period.

Output 2: Nationally and externally sourced resources are fully aligned with government sector/budget strategies in five sectors

This Output will strengthen relationships of mutual accountability by ensuring transparency in ODA-related activity and results together with the promotion of results-based frameworks at sector level. This will involve the use of Programme-Based Approaches at sector, thematic and reform level.

a) Programme-based approaches (PBAs)

PBAs in the Cambodia context are intended to strengthen ownership, promote more coherent and sustainable capacity development, align and manage diverse sources of funding in an integrated medium-term sector strategy, promote the potential of multi-stakeholder processes, and focus on delivering development results (e.g. through the use of the JMIs as a framework for mutual accountability). CRDB/CDC's policy capacity will therefore be applied as a priority towards supporting sectors to establish, implement and strengthen programme-based approaches, in line with the policy priorities established by RGC at the third CDCF meeting in June 2010.

Based on the PBA Guideline developed by RGC and then negotiated with development partners in September 2010, support will be provided to at least three RGC agencies and their associated TWGs on a pilot basis (a "clinic" approach) in 2011 with a view to extending support across RGC (at least 10 sectors over 5 years). This will include supporting MoWA in on-going work to establish a PBA for gender (including its mainstreaming across sectors) and extending support to newly-established programmatic themes such as supporting the national response to climate change and the reform on Sub-national Democratic Development.

Broader aid management linked to PFM reform at sector level will continue to focus on the harmonisation of planning, budgeting and aid management arrangements, chiefly through the SNEC and in collaboration with Ministry of Planning and the Ministry of Economy and Finance. Based on demand from line ministries and TWGs, the programme will continue to support the CRDB/CDC outreach function in leveraging the highly-effective TWG Network to address issues such as: (a) the effective use of technical cooperation for capacity development; (b) the development of aid information management systems to promote transparency and accountability; (c) improving the performance of partnership, coordination and dialogue mechanisms; and (d) the application and use of results-based approaches, including the Joint Monitoring Indicators (JMIs).

Key Actions

- PBA tools produced and "clinics" provided (as per PBA Guideline note) to at least 10 ministries over 5 years (including for gender, climate change, decentralisation and other priority sectors such as agriculture and education)
- TWG Network supported to provide a forum for RGC, development partners and civil society to review PBA progress, review budget integration and dialogue on aid-results linkage
- On-demand training and support to TWGs in all areas of aid management (policy development, technical guidance, information systems, capacity development and trainings)
- Strengthening of JMI mechanism through further MfDR training and technical support to JMI development and monitoring as part of integrated PBA process
- Knowledge management tools and resources to include PBA diagnostic assessment frameworks, joint review tools, guidelines and case studies produced and shared for further PBA work and JMI development. Future Aid Effectiveness Reports to include analysis of PBAs and sector results.
- Technical support to planning/budgeting/aid integration guided by PFM reform

Output 3: Strengthening use of national systems for programming, planning, Monitoring & Evaluation, coordination and resource mobilisation in a number of sectors

Strengthening and using national systems is a principal means to integrate aid with domestic programming, promote its effectiveness and sustain its impact. Work initiated in 2009/10 by the Partnership and Harmonisation TWG will therefore be provided with a higher profile and extended to

ensure its application at sector level is in line with on-going reforms in public financial management, decentralisation, and civil service reform.

The programme will facilitate the preparation of a national workshop in 2011 that is expected to establish a consensus on how to move forward in assessing, strengthening and using national systems in line with the longer-term capacity development activities associated with RGC core reforms (PFM, PAR, SNDD). The development of tools that support common capacity assessments for systems such as planning, budgeting, resource mobilisation, programming, coordination and monitoring functions will promote their use in priority sectors such as education, health and agriculture in line with the core reforms and the sector strategies developed by lead ministries in those sectors.

Particular emphasis will be placed on the aid management mandate of CRDB/CDC and its focus on PBA work to advance the use of national systems. Through the Partnership and Harmonisation TWG, and in consultation with other RGC agencies, the development and use of common capacity assessments will be promoted and applied to ensure that technical cooperation resources are focused on the strengthening of national systems rather than on programme-level delivery. South-South learning opportunities will also be sought to gather and apply relevant experience from middle-income countries in the region.

Key Actions

- National workshop on systems to establish consensus on priority sectors and systems
- Diagnostic work on national systems to include development of a capacity assessment tool
- Selection of pilot systems/ministries and programme support to capacity assessments
- Knowledge management tools and resources to include practice notes, case studies and learning exchanges to countries in the region to identify relevant models and approaches. Dissemination will be provided through TWG Network and Aid Effectiveness Reports.

<p>To be developed with CRDB Work Plan process</p>	<p>Key Action 14: PBA clinics provided to MoWA (Gender TWG) and four other ministries</p> <p>Key Action 15: Strengthen TWG Network (facilitate meetings, reviews) and engagement in budget/planning integration and PBA work leading to clarification on integration and management of ODA in PIP and Budget processes</p> <p>Key Action 16: PBA Learning tools and resources for increased transparency produced and approved by CRDB</p> <p>Key Action 17: Focus 4th Aid Effectiveness Report on sector work/profiles and PBA implementation [additional partnership work (learning exchanges, consultancies, training) not shown]</p>	<p>Output 3</p> <p>Strengthening use of national systems for programming, planning, Monitoring & Evaluation, coordination and resource mobilisation in a number of five sectors</p> <p>Key Action 18: Facilitate national workshop on country systems (including for gender support in ODA projects through thematic marker in ODA Database)</p> <p>Key Action 19: Conduct further diagnostic work on country systems (including S-S exchanges), informed by OECD/DAC principles</p> <p>Key Action 20: Review and select pilot ministries/systems</p> <p>Key Action 21: Facilitate development of a capacity assessment tool for sector/system use</p> <p>Key Action 22: Develop practice notes and case studies to support learning (including South-South exchanges)</p> <p>Key Action 23: Strengthen TWG Network as feedback mechanism (including South-South exchanges) [additional systems related consultancy and learning exchange]</p>	<p>USD 850,000</p>
--	--	--	--------------------

VI. MANAGEMENT ARRANGEMENTS

The Programme Board is the group responsible for making by consensus management decisions for a programme when guidance is required by the Programme Manager, including recommendation for UNDP/Implementing Partner approval of programme plans and revisions. In order to ensure UNDP's ultimate accountability, Programme Board decisions should be made that shall ensure best value to money, fairness, integrity transparency and effective international competition.

The Programme Board comprises of the following three roles:

1. An **Executive**: Secretary General, CRDB/CDC.
2. **Senior Supplier**: UNDP and Partnership for Development Results co-funding development partners
3. **Senior Beneficiary**: RGC (CRDB/CDC, ministries leading PBAs and relevant reforms), and CSO representatives

The management arrangements and staffing of this programme are guided by the recommendations of the independent evaluation of the MDSP, its impact and its management arrangements that took place in late-2009, together with the subsequent discussion at the MDSP Project Executive Group (PEG) meeting that was held in January 2010.

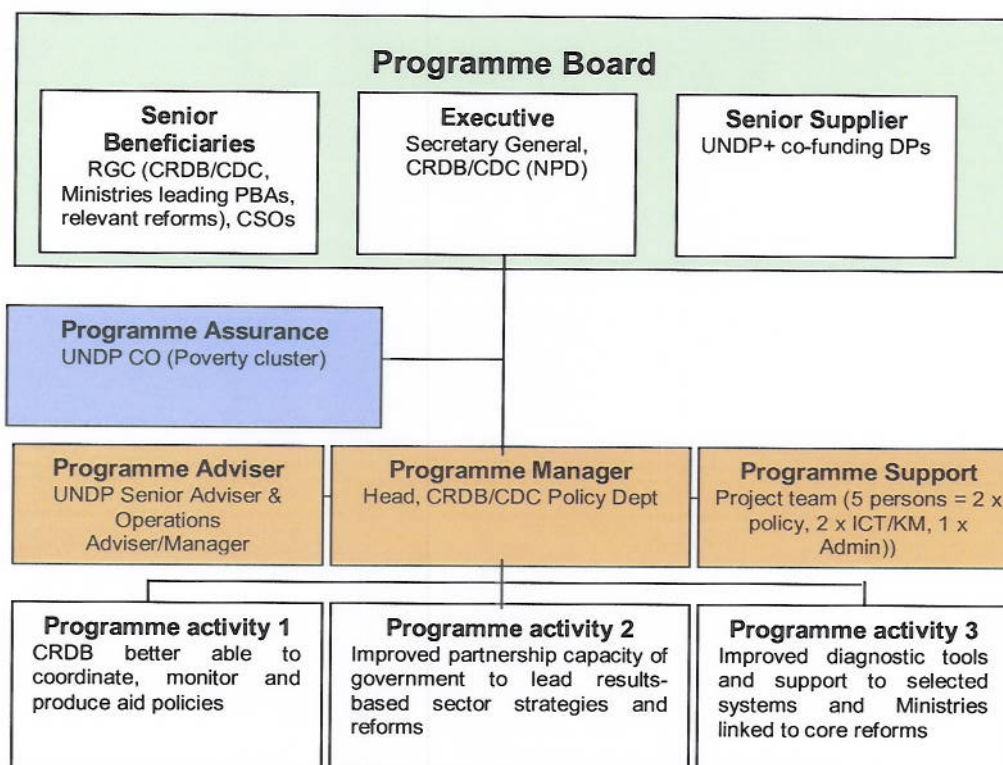
Oversight of the programme will be provided by a Programme Board that will be chaired by the National Programme Director and whose members will include representatives of the RGC (CRDB and others engaged in programme activity such as those participating in PBA work and the use of national systems, together with Ministries leading central reforms such as MoP, MEF, CAR, NCDD) and co-funding development partners. Annual reviews, work plans and budgets will be prepared and presented by the Programme Manager to the Executive (National Programme Director) and other members of the Programme Board (comprising of programme beneficiaries and funding partners) for review and approval. Quarterly reports are prepared by the Programme Manager, under the guidance of the National Programme Director, while the programme support team manages and reports on financial activity to UNDP (who shares narrative and financial reports with co-funding development partners).

Programme activities will be managed by CRDB/CDC in accordance with UNDP's national implementation modality. Output One (capacity to coordinate and monitor policies) will involve all CRDB Departments; Output Two (partnerships) will involve Policy and staff appointed to work with TWGs; and Output Three (country systems) will involve the Policy and Information Management Departments.

The Secretary General of CRDB/CDC will be the Executive/National Programme Director and will be responsible for the guiding overall management of programme activities, ensuring that they are consistent with the signed Programme Document and complementary to the work plan of CRDB/CDC and consistent with prevailing RGC policy on aid management. The Programme Manager, working with the Programme Advisers, is responsible for ensuring that the Programme is managed in an effective and accountable manner, complying with UNDP reporting and audit arrangements. Day-to-day management of programme activities will be delegated to CRDB/CDC Heads/Deputy Heads of Department at the discretion of the National Programme Director.

An evaluation will be scheduled at the mid-term point or during the fourth year, at the discretion of the Programme Board, to review programme implementation and the requirement for further support to national aid management efforts beyond 2015. UNDP's evaluation of Outcome 5 as part of its CPAP monitoring and evaluation framework will also review progress in programme implementation and performance.

Programme management and implementation structure



Programme staff will be integrated with their CRDB counterparts and will be explicitly tasked with capacity development activities related to CRDB/CDC mandated functions across each of the Departments. There are therefore no direct one-to-one programme-CRDB/CDC counterparts as the programme takes an organisational approach to capacity development, avoiding the risks of working with nominated individuals who may then leave CRDB/CDC or be reassigned to other Departments. The focus on knowledge products, systems and strengthening the workflow is therefore intended to promote sustainable capacity above the level of the individual, continuing the 2006-2010 approach that was acknowledged as successful in the 2009 MDSP review.

Programme staff positions are to be negotiated with CRDB/CDC based on their own identified capacity development needs, with full job descriptions prepared for each post. Positions are expected to comprise the following:

➤ *Senior Advisor*

Support to the National Programme Director and Programme Manager in developing programme activities and providing substantive technical and policy advice on implementation related to aid management, organisational development and capacity-related work. Over-seeing all capacity development activities of the programme and its staff, the Senior Advisor will advise CDC senior officials (Secretary General, Deputies and heads of Department) on: external resource management functions, including relevant aspects of the Public Financial Management Reform Programme; organisational strengthening that is consistent with the ongoing Public Administration Reforms; as well as programme planning and achievement of results. The Senior Advisor is also responsible for over-seeing work plans, financial management and programme implementation reports. The continued need for an international Senior Advisor, and the potential for delegation to a national adviser, will be reviewed annually by the Programme Board. (See abridged Job Description at Annex 1a)

➤ *Operations Adviser*

Leads on capacity development of the CRDB/CDC Administration Unit, working primarily with the Director, Administration Department (who leads on CRDB operations management) and the CRDB/CDC Deputy Secretary General. Responsible for providing advisory support for all finance and administration functions and preparation of programme work plans and financial reports. The Operations Adviser will lead on establishing and strengthening national systems

within CRDB/CDC so that programme activity makes full use of RGC systems over a phased period (while maintaining UNDP oversight, assurance and audit arrangements). With an advisory and capacity development focus, responsibilities include support to: maintaining up-to-date financial records, preparing quarterly financial reports, maintaining programme personnel records, organizing training programmes to be delivered by the Programme and maintaining up-to-date records on trainees, maintaining records of Programme documents, inventory of equipment, preparing requisition for procurement of goods and services, preparing payment vouchers, and advising on the management of the logistic arrangements for programme operations, events and trainings. (See abridged Job Description at Annex 1b).

➤ *National Professional Policy Officers (2)*

Continuing the successful introduction of this arrangement in 2006, two policy officers will support the Secretary General CRDB/CDC, working closely with the Senior Advisor to augment capacity of the Policy Department. They will work directly with Policy Department staff, under the guidance of the Secretary General of CRDB/CDC, to provide policy advice as well as support the capacity development of the department, delivering seminars and trainings and providing coaching in a task environment.

➤ *ICT Expert*

To provide capacity development assistance and advice to CRDB/CDC, working closely with the Information Management Department to maintain the Cambodia ODA and NGO Databases, on-line portal, and the development of knowledge management products. Responsible for leading the training of all CRDB/CDC staff, RGC officials and development partners in ODA and NGO Database use.

➤ *ICT Officer*

To be embedded in the Information Management Department to support CRDB/CDC staff in maintenance and security of the organisation's ICT hardware and software. To support capacity development through coaching of staff on ICT and network maintenance while also providing an alternative source of expertise to private sector outsourcing of ICT support services.

➤ *Programme Assistant*

To assist the Operations Adviser and serve as liaison to CRDB/CDC staff in capacity development activities related to the management of operational/administrative aspects of the programme. To work with all Department heads to ensure staff training plans are prepared and implemented.

The services of other short-term experts (national and international) will be retained as required based on the agreed work plan and budget each year. The programme team is, however, expected to provide sufficient expertise to support all technical and operational roles; the retention of additional experts is usually associated with exercises that require an independent or impartial perspective (e.g. audits and evaluations) or are highly specialised.

The size and functions of the programme support team will be reviewed by the Programme Board on annual basis. The Capacity Development Strategy 2011-2015 will provide the framework for ensuring the programme team supports CRDB/CDC capacity development and outreach efforts, providing a tool for monitoring progress through the established practice of CRDB/CDC quarterly retreats.

UNDP, as part of its assurance function, shall be responsible for arranging the annual external audit of this programme, including interim audits or spot check in between. The terms of reference for such audits shall follow UNDP requirements. The UNDP Country Office will draw up an annual audit plan for nationally implemented and NGO implemented projects by November each year and inform the respective Implementing Partner. Findings are referred to the programme team for response and appropriate remedial action

Priority Operating Costs (POC) for Nationally Implemented Projects/Programmes

On 12 July 2010 The Royal Government of Cambodia (RGC) introduced, a new salary incentive mechanism, Priority Operating Costs (POCs), by Sub-Decree #66.

UNDP has aligned itself with the UN Country Team which sees POC as a positive step in harmonizing and aligning incentive payments to one mechanism and one grid. The UN Country Team and the Development Partner community acknowledge that POC is an interim mechanism. Each POC will undergo a review prior to the 2011 Cambodia Development Cooperation Forum and all POC payments will cease on 30 June 2012.

For this programme, POC payment is eligible from 1 January 2011 to 30 June 2012. POC is budgeted and reflected in the project Annual Work Plan and Budget which will be reviewed and approved by the Project Board. Project will fulfil all the requirements for establishing POC scheme which are: POC Terms of Reference; management contract, position descriptions, merit-based selection, POC work plan, personal service contracts, and a system to manage performance and accountability. For more information on POC, please refer to the POC Guidance Note.

VII. MONITORING FRAMEWORK AND EVALUATION

The programme will be monitored on a quarterly basis and a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below. Programme reports shall be submitted by the National Programme Director to Programme Board members through Programme Assurance.

Risk and issues will also be captured and updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change.

Lesson-learned shall also be regularly updated as part of the quarterly reporting to ensure on-going learning and adaptation within the organisation, and to facilitate the preparation of the Lessons-learned Report at the end of the programme.

An Annual Review Report shall be prepared by the Programme Manager under the guidance of the National Programme Director, and shared with the Programme Board, based on which, an annual programme review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the programme and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Programme Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Quality Management for Outputs

OUTPUT 5.3: Development cooperation practices for greater national ownership and innovative partnerships strengthened.		
Output 1 (Atlas Activity ID)	<i>Review of RGC Aid Management Policy</i>	Start Date: 1 Jan 2011 End Date: 31 Dec 2015
Purpose	<i>Supporting a revised RGC policy framework and broaden inclusive partnerships</i>	
Description	<ul style="list-style-type: none"> Revised RGC aid management policy 2012-2015 (incorporating post-Paris Declaration period global priorities, lessons from PD evaluation, PBA work, information management, JMIs, technical cooperation guideline) Outreach work with, and direct support to, civil society, ensuring they play their advocacy role in aid effectiveness while also complying with good practice (building on existing partnerships with CSOs to include representation in TWG Network, sub-national consultations, information management, production of NGO Aid Effectiveness Report) Develop policy on South-South cooperation under CRDB/CDC leadership as well as knowledge tools to match demand/supply of South-South opportunities 	

	<p>(leveraging on Cambodia's representation in OECD/DAC Working Party, regional learning exchanges and donor partnerships for 'trilateral' cooperation with regional/emerging partners)</p> <ul style="list-style-type: none"> • Identify and implement an appropriate framework for engaging regional partners at a technical level, based on South-South principles, so that their support can be fully aligned with national priorities • Structure and organise a dialogue with the private sector that explores the complementary roles of the private sector and ODA in supporting national development • Knowledge management tools and resources to include South-South policies and tools for matching demand/supply, NGO database, policy work on regional partners and learning exchanges. • Develop engagement strategies and hold stakeholder consultations for enhanced mutual accountability with: a) SNDD, b) CSOs, c) private sector, d) regional partners and South-South framework (for input to 2012 policy framework) • Support directly national and sub-national CSOs engagement (including Gender NGO) to focus on their role in promoting mutual accountability for results together with efforts to strengthen their own accountability and transparency • Private sector and ODA development policy dialogue led by RGC and supported by UNDP • Strengthen Joint Monitoring Indicator mechanism in lead to CDCF 4 (MfDR principles) • ODA and NGO Databases maintained and further customised to record all support and be used to structure the work processes for policy and line departments of CRDB/CDC • Knowledge management tools, guided by Capacity Development Strategy, to comprise policy documents, Operations Manual, ODA and NGO Database, learning exchange, seminar series, performance system. • Strengthening CDC outreach capacities to ministries, development partners, civil society, private sector and parliament (seminars, trainings, technical support, production of aid management tools) • Capacity Development Strategy 2011-2015 (organisational, systems and staff strengthening to support CRDB sector work, sustainability plan, knowledge management strategy, motivation and performance management, learning exchanges in key areas of policy development, production of an Operational Manual for CRDB to guide organisational and administrative management, gender in the workplace) • Policy analysis and development on work with regional partners, South-South cooperation, civil society partnerships, private sector dialogue in ODA management, post-Paris Declaration period priorities) • Training plan for staff, including a seminar series delivered by programme staff, based on supporting immediate performance and enabling longer-term career development. •
--	--

Quality Criteria	Quality Method	Date of Assessment
<p>Indicator 1a): No. of ODA Database updates 2011 - 2015 Baseline: 0 (2010) Target: 10 (2015)</p>	<p>Review of ODA Database updates and validation letters sent, and quality of inputs received</p>	<p>Annually (December)</p>
<p>Indicator 1b): No. of Aid Effectiveness reports published Baseline: 3 (2010) Target: 6 (2015)</p>	<p>Review of Aid Effectiveness Reports published</p>	<p>Annually (December)</p>
<p>Indicator 1c): No. of current aid effectiveness action plans Baseline: 1 (2010) Target: 1 (2012)</p>	<p>Review of current aid management policies</p>	<p>Annually (December)</p>

OUTPUT 5.3: Development cooperation practices for greater national ownership and innovative

partnerships strengthened.		
Output 2 (Atlas Activity ID)	Sector Alignment for Development Results	Start Date: 1 Jan 2011 End Date: 31 Dec 2015
Purpose	<i>Nationally and externally sourced resources are fully aligned with government sector/budget strategies in five sectors</i>	
Description	<ul style="list-style-type: none"> • Programme-based Approach clinic tools developed/validated based on mutual accountability principles • PBA clinics provided to MoWA (Gender TWG) and two other ministries • Strengthen TWG Network (facilitate meetings, reviews) and engagement in budget/planning integration and PBA work leading to clarification on integration and management of ODA in PIP and Budget processes • PBA Learning tools and resources for increased transparency produced and approved by CRDB • Focus 4th Aid Effectiveness Report on sector work/profiles and PBA implementation [additional partnership work (learning exchanges, consultancies, training) not shown] 	
Quality Criteria	Quality Method	Date of Assessment
Indicator 2a): 2012 aid policy clarifies procedures for budget and PIP use of aid data Baseline: no (2010) Target: yes (2015)	Review of aid policy	Once off (January 2013)
Indicator 2b): No. of PBA clinics delivered Baseline: 0 (2010) Target: 10 (2015)	Review of PBA Clinic reports (next steps/action plans)	Annually (December)
OUTPUT 5.3: Development cooperation practices for greater national ownership and innovative partnerships strengthened.		
Output 3 (Atlas Activity ID)	Country systems capacity	Start Date: 1 Jan 2011 End Date: 31 Dec 2015
Purpose	<i>Strengthening and using national systems to integrate aid with domestic programming, promote its effectiveness and to sustain its impact</i>	
Description	<ul style="list-style-type: none"> • Facilitate national workshop on country systems (including for gender support in ODA projects through thematic marker in ODA Database) • Conduct further diagnostic work on country systems (including S-S exchanges), informed by OECD/DAC principles • Review and select pilot ministries/systems • Facilitate development of a capacity assessment tool for sector/system use • Develop practice notes and case studies to support learning (including S-S exchanges) • Strengthen TWG Network as feedback mechanism (including S-S exchanges) [additional systems related consultancy and learning exchange] 	
Quality Criteria	Quality Method	Date of Assessment
Indicator 3a): Capacity assessment tool for national systems developed Baseline: no (2010) Target: yes (2015)	Review of Capacity Assessment Tool	Once off (December 2015)

VIII. LEGAL CONTEXT

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

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

The implementing partner shall:

- a. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the programme is being carried;
- b. assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Programme Document".

ANNEXES

- 1. Risk Log**
- 2. Annual Work Plan**
- 3. Terms of Reference – Programme Manager**
- 4. a) Terms of Reference – Senior Advisor**
- 4. b) Terms of Reference – Operations Advisor**
- 4. c) Terms of Reference – Programme Manager**
- 5. Capacity Assessment**

RISK LOG

Programme Title: Partnerships for Development Results		Award ID:		Date:					
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgmt response	Owner	Submitted, updated by	Last Update	Status
1	(Output 1) Staff positions are not established, so that seconded and contract staff are not formally part of CRDB/CDC RGC staff	October 2010	Organizational	For civil servants this has not been a problem (negligible turnover over the last 5 years). For contract staff the suspension of an MBPI-equivalent scheme in 2010 resulted in half of the 30 contract staff resigning. Probability = 3 Impact = 5	Implementation of POC, combined with national compensation reform and a return to the attractive working environment and career development opportunities of the past, will be essential if CRDB is to develop and retain its younger staff members for the minimum period (3-4 years) that is required for them to make a contribution and to support the sustainability of CRDB/CDC.	PD/PM, and UNDP			
2	(Output 1) Government does not prioritise CRDB/CDC mandate	October 2010	Financial, Operational, Organizational	Longer term staffing and resourcing issues are unsecured. Probability = 3	CRDB has committed to increase their contribution to the organisations' work in order to promote sustainability. Discussions are on-going to secure an	PD/PM			

	for both RGC and Development Partners		Organizational	ineffective capacity development. Probability = 4 Impact = 4	incremental (beginning with non-financial systems) and linked to areas of consensus such as the use of PBAs. Leveraging on the core reforms will provide additional traction.				
--	---------------------------------------	--	----------------	--	---	--	--	--	--

Annex 2
2011 Annual Work Plan – to be completed following CRDB work plan formulation

Annex 3a

Terms of Reference (abridged) Programme Manager Partnerships for Development Results

The Programme Manager has the authority to run the programme on a day-to-day basis on behalf of the Programme Board within the constraints laid down by the Board. The Programme Manager is responsible for day-to-day management and decision-making for the programme. The Programme Manager's prime responsibility is to ensure that the programme produces the results specified in the programme document, to the required standard of quality and within the specified constraints of time and cost.

The Implementing Partner appoints the Programme Manager, who should be different from the Implementing Partner's representative in the Programme Board. Prior to the approval of the programme, the Programme Developer role is the UNDP staff member responsible for programme management functions during formulation until the Programme Manager from the Implementing Partner is in place.

Specific responsibilities would include:

Overall programme management:

- Manage the realization of programme outputs through activities;
- Provide direction and guidance to programme team(s)/ responsible party (ies);
- Liaise with the Programme Board or its appointed Programme Assurance roles to assure the overall direction and integrity of the programme;
- Identify and obtain any support and advice required for the management, planning and control of the programme;
- Responsible for programme administration;
- Liaise with any suppliers;
- May also perform Team Manager and Programme Support roles;

Running a programme

- Plan the activities of the programme and monitor progress against the initial quality criteria.
- Mobilize goods and services to initiative activities, including drafting TORs and work specifications;
- Monitor events as determined in the Monitoring & Communication Plan, and update the plan as required;
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports;
- Manage and monitor the programme risks as initially identified in the Programme Brief appraised by the LPAC, submit new risks to the Programme Board for consideration and decision on possible actions if required; update the status of these risks by maintaining the Programme Risks Log;
- Be responsible for managing issues and requests for change by maintaining an Issues Log.
- Prepare the Programme Quarterly Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit the report to the Programme Board and Programme Assurance;
- Prepare the Annual review Report, and submit the report to the Programme Board and the Outcome Board;
- Based on the review, prepare the AWP for the following year, as well as Quarterly Plans if required.

Closing a Programme

- Prepare Final Programme Review Reports to be submitted to the Programme Board and the Outcome Board;
- Identify follow-on actions and submit them for consideration to the Programme Board;
- Manage the transfer of programme deliverables, documents, files, equipment and materials to national beneficiaries;
- Prepare final CDR/FACE for signature by UNDP and the Implementing Partner.

Annex 3b

Terms of Reference (abridged) Senior Advisor Partnerships for Development Results

Under the guidance of the Deputy Prime Minister, Senior Minister of Economy and Finance, in his capacity as 1st Vice-Chairman of the Council for the Development of Cambodia (CDC), and the Minister attached to the Prime Minister, Secretary General of the Cambodian Rehabilitation and Development Board (CRDB) at CDC, the Senior Advisor will provide policy advice, capacity development services and management support to CRDB/CDC on all aspects of the implementation of the Partnerships for Development Results.

He/she shall provide capacity development support to CRDB/CDC and line ministries to ensure effective government ownership of national development programmes to advance the achievement of poverty reduction goals and country MDGs. In addition, the incumbent will facilitate partnerships between the government, development partners and national stakeholders to enhance development cooperation management and partnerships based on established global principles (e.g. the Paris Declaration) adapted to the Cambodia context.

The Senior Advisor will also support the CRDB/CDC in setting the direction and in strengthening the management of the execution of the Partnerships for Development Results. Specific tasks are;

Capacity development and organisational management

- a) Advise and assist CRDB/CDC in developing and implementing a comprehensive capacity development program to strengthen CRDB/CDC's capacity to take full ownership and leadership of ODA resource mobilization and management functions.
- b) Provide capacity development support to RGC on strategic policy and management issues in the area of development cooperation to improve aid effectiveness, partnership, mutual accountability for results, coordination of core reforms and mainstreaming of cross-cutting issues.
- c) Develop and implement information and knowledge management systems, including the ODA Database, the Joint Monitoring Indicators and web-based learning tools and information services for use across RGC in managing development cooperation, strengthening multi-stakeholder partnerships, mutual accountability and results-based sector programmes.
- d) Guide the production and implementation of RGC policy on South-South cooperation and development cooperation relationships with regional partners and countries of the South.
- e) Advise CRDB/CDC in managing programmatic and operational aspects of the Partnerships for Development Results with a view to progressively integrating all program functions into CRDB/CDC systems.
- f) Serve as coach and mentor for program and CRDB/CDC staff with a view to promoting sustainable policy and managerial capacity.

Strengthening partnerships and networks that promote development results

- a) Advise and assist the CRDB/CDC in the preparation, dissemination and sharing of key RGC policy documents to strengthen RGC's policy dialogue with external development partners and national stakeholders including Parliament, the private sector and civil society.
- b) Develop learning tools and training resources for delivery of PBA clinics to line ministries. Coach and mentor staff of CRDB/CDC in delivery of PBA clinics.
- c) Advise and assist the Secretariat of GDCC in strengthening capacity of the sector/thematic Technical Working Groups (TWGs) to manage TWG processes in a Program-based Approach process of mutual accountability.
- d) Support and facilitate the TWG Network, including in its work to promote PBAs, the use of national systems and capacity to promote results-based partnerships across RGC.

- e) Support RGC's participation in regional and international meetings related to development cooperation, aid management and managing for results.

Development of national systems to support core reforms

- a) Lead the capacity development effort of RGC, in line with core reforms, to strengthen national systems such that they promote the integration of external resources into these systems.
- b) Support identification and implementation of pilots that to develop diagnostic tools and implement pilot programmes in line ministries consistent with core reforms.

**Terms of Reference (abridged)
Operations Advisor
Partnerships for Development Results**

Under the guidance of the Secretary General CRDB/CDC and the Senior Advisor of the program, the Operations Advisor is responsible for providing advisory and technical supports to the Senior Management of CRDB/CDC on development of capacity in program management and operations. Working principally with the Administration Department of CRDB/CDC, she/he will lead and guide capacity support provided by the program to ensure timely, transparent and accountable functioning of the CRDB/CDC operations.

Capacity development for CRDB/CDC Management and Administration

- a) Support all aspects of CRDB/CDC operations and administrative capacity development, including to review and lead work on organisational systems and work flow processes.
- b) Develop an Operations Manual
- c) Develop and coordinate the implementation of internal administrative and performance management system for CRDB/CDC.
- d) Support monitoring (and application of lesson learning) of CRDB/CDC Standard Operations Procedures, including with respect to finance, HR, procurement and asset management.
- e) Coaching and mentoring of CRDB/CDC staff in Administration Department (especially the Department Director and Deputy).

CRDB/CDC strategic management

- a) Advisory and technical support to CRDB/CDC senior management in preparing the annual and quarterly program budget and work plan.
- b) Ensure, coordinate and monitor work plans and strategies of the operational support activities of the program mission to ensure consistency with RGC priorities and compliance with rules.
- c) Supervise the annual and quarterly financial reports of the program and submit to the Senior Management of CRDB/CDC and the program Senior Advisor for endorsement.
- d) Provide advisory support to CRDB/CDC Senior Management to coordinate on administrative, financial and capacity management with the assigned focal points of TWGs.
- e) Provide advisory and technical support to CRDB/CDC management and operations members of the program team, including to support and monitor their performance.

Transparency and accountability

- a) Guide the work of the CRDB/CDC Administration Department to ensure that support is provided effectively in accordance with the Capacity Development Strategy.
- b) Guide and oversee the work of the financial unit to ensure full compliance with the implementing rules, regulations, policies and strategies.
- c) Provide direct support to the Procurement Committee of CRDB/CDC as *ex officio* member and support to Administration in effective management of physical assets of the programs.
- d) Ensure the implementation of the effective internal control, proper design and functioning of the financial resources management system.
- e) Supervise program audit (preparations, audit exercise and follow-up), including spot checks.
- f) Review and update business process mapping and reviews of internal standard operating procedures.

	<p>Does the institution keep informed about the latest techniques/competencies/policies/trends in its area of expertise?</p> <p>Does the institution have the skills and competencies that complement those of UNDP?</p>	<p>explicit part of the programme.</p> <p>Learning processes well established (and supported by programme)</p> <p>CRDB skills highly complementary to those of UNDP (proven in previous phases of support)</p>
2.2.2 Ability to monitor the technical aspects of the programme.	<p>Does the institution have access to relevant information/resources and experience?</p> <p>Does the institution have useful contacts and networks?</p> <p>Does the institution know how to get baseline data, develop indicators?</p> <p>Does it apply effective approaches to reach its targets (i.e participatory methods)?</p>	<p>M&E capacity relatively strong. Programme monitoring usually undertaken simultaneous with CRDB performance review to ensure alignment and follow-up.</p> <p>Data management capacity well established as part of core mandate.</p> <p>Outreach skills also well proven.</p>
2.2.3 Human Resources	<p>Does the institution staff possess adequate expertise and experience?</p> <p>Does the institution use local capacities (financial/human/other resources)?</p> <p>What is the institution capacity to coordinate between its main office and decentralized entities/branches (if relevant)?</p> <p>Have staff been trained on programme management methodology?</p>	<p>HRM is an objective of the programme</p> <p>CRDB has own Admin function (to be supported during programme)</p> <p>N/A</p> <p>No PRINCE 2 capacity (or requirement?). Objective is to establish/use RGC systems.</p>

PART III. ASSESSING NATIONAL INSTITUTION CAPACITY FOR ADMINISTRATIVE AND FINANCIAL MANAGEMENT

3.1 Administrative capacity

Ability to provide adequate logistical support and infrastructure

3.1.1 Ability to manage and maintain infrastructure and equipment	<p>Does the institution possess logistical infrastructure and equipment?</p> <p>Can the institution manage and maintain equipment?</p>	<p>This is well established (asset management etc)</p>
3.1.2 Ability to procure goods services and works on a transparent and competitive basis.	<p>Does the institution have the ability to procure goods, services and works on a transparent and competitive basis?</p> <p>Does the institution have standard contracts or access to legal counsel to ensure that contracts meet performance standards, protect UNDP and the institution's interests and are enforceable?</p> <p>Does the institution have the authority to enter into contracts?</p>	<p>CRDB has its own procurement function (established and maintained with support of MDSP).</p> <p>Codified procedures (and further training) to be established as part of on-going work on Ops Manual.</p> <p>CRDB is a legal entity of RGC (est by sub-decree) and can enter contracts.</p>
3.1.3 Ability to recruit and manage the best-qualified	<p>Is the institution able to staff the programme and enter into contract with personnel?</p> <p>Does the institution use written job</p>	<p>CRDB has hired contract staff on competitive basis and has good capacity to perform this function.</p>

personnel on a transparent and competitive basis.	descriptions for consultants or experts?	
3.2 Financial Capacity <i>Ability to ensure appropriate management of funds</i> In addition to the following questions, see also the questionnaire provided in the Guidelines on Micro-assessment of the Framework on Harmonized Approach for Cash Transfer (HACT): http://www.undg.org/archive_docs/7110-Framework for Cash Transfers to Implementing Partners.doc (ANNEX 3) The assessment report is reviewed by the UN agencies to select the most suitable cash transfer modality, and establish appropriate cash transfer procedures and assurance activities to be used with the Implementing Partner.		
3.2.1 Financial management and funding resources	Is there a regular budget cycle? Does the institution produce programme budgets? What is the maximum amount of money the institution has managed? Does the institution ensure physical security of advances, cash and records? Does the institution disburse funds in a timely and effective manner? Does the institution have procedures on authority, responsibility, monitoring and accountability of handling funds? Does the institution have a record of financial stability and reliability?	[HACT assessment scheduled for early December 2010] FY Jan-Dec (RGC FY) CRDB budget is integrated with CDC, no direct fund management Use of programme procedures for programme fund management (NIM)
3.2.2. Accounting System	Does the institution keep good, accurate and informative accounts? Does the institution have the ability to ensure proper financial recording and reporting?	Use of programme procedures for programme fund management (NIM)
3.2.3. Knowledge of UNDP financial system	Does the institution have staff familiar with Atlas through External Access?	No use of Atlas