



**United Nations Development Programme
Programme Document**

Programme Title: Strengthening Democracy Programme (2011-2015)

UNDAF Outcome: **Outcome 4:** By 2015, national and sub national institutions are more accountable and responsive to the needs and rights of all people living in Cambodia and there is increased participation in democratic decision making

CPAP Outcome: **Outcome 3:** Effective mechanisms for dialogue, representation and participation in democratic decision making established and strengthened

CPAP Output(s):

- 1) Increased interaction with citizens and accountability of elected bodies and authorities through strengthened democratic processes and practices at national and sub-national levels
- 2) Strengthened civil society, media and political parties as conduits for citizen' participation in democratic processes and decision making

Implementation modality: Direct Implementation Modality (DIM)

Implementing Agency: UNDP

Responsible Parties: Ministry of Interior, National Election Committee, Parliament, Ministry of Information, Cambodian Political Parties, Domestic and International NGOs

The Strengthening Democracy Programme (SDP) 2011-2015 is geared towards strengthening the formal and informal mechanisms for dialogue, representation and participation in Cambodia with the objective of ensuring that national and sub national institutions are more accountable and responsive to the needs and rights of all people living in Cambodia.

The SDP will emphasize on two major components that are complementary and mutually reinforcing: 1) increased interaction and accountability of elected bodies to citizens through strengthened democratic processes and practices at national and sub-national level and 2) strengthened civil society, media and political parties as conduits for citizen' participation in democratic processes and decision making.

The SDP will continue to support key institutions and mechanisms for strengthening democracy in Cambodia, i.e. parliament, councils, electoral processes, and broader voter education, while focusing extensively on a wider set of intermediary institutions which support the space where people can engage, shape interests and hold government to account. These intermediary institutions, acting as conduits to improve access to information and promote citizens' participation, are Civil Society Organizations (CSOs), media and political parties.

Programme Period: 2011-2015
PAC meeting 26 May 2011
Key Result Area: Strengthening accountable and
(Strategic Plan) Responsive governance institutions
Atlas Award ID: 00061042
Start date: July 2011
End date: December 2015

Total resources required: 15.9 million USD
Total allocated resources: 4.2 million USD

- UNDP TRAC 4.2 million USD
- Unfunded budget: 11.7 million USD

Agreed by UNDP:

Ms. Sophie Baranes, Country Director a.i

List of Abbreviations

A2I	Access to Information
AWP	Annual Work Plan
CCC	Cooperation Committee for Cambodia
CCDM	Commune Committees for Disaster Management
CMDGs	Cambodian Millennium Development Goals
CSO	Civil Society Organizations
CBO	Community Based Organizations
D&D	Decentralization and De-concentration
C4E	Communications for Empowerment
FoI	Freedom of Information
DIM	Direct Implementation (by UNDP)
HLM	High Level Meetings
HRP	Human Rights Party
KAP	Knowledge, Attitudes and Practices
IP3	Three-year Implementation Plan (of the Sub National Democratic Development reform)
LGA	Local Government Association
MDGs	Millennium Development Goals
MoNASRI	Ministry of National Assembly Senate Relations and Inspection
MOI	Ministry of Interior
MoU	Memorandum of Understanding
MSM	Men who have Sex with Men
NEC	National Election Committee
NLC/S	National League of Communes and Sangkats
NPDD	National Programme on Democratic Development
PR	Proportional Representation
RGC	Royal Government of Cambodia
RFA	Radio Free Asia
SNDD	Sub National Democratic Development
SNAs	Sub National Administrations
TOT	Training of Trainers
TWG	Technical Working Group
UNTAC	United Nations Transitional Authority in Cambodia
VOA	Voice of America
VOD	Voice of Democracy
WCCCs	Commune Committees for Women and Children
WMC	Women's Media Center

I. Situation Analysis

Perspectives

The Royal Government of Cambodia (RGC) has committed in principle to multi-party participatory democratic system. Article 1 of the Constitution commits Cambodia to the principles of pluralism and liberal Democracy. The RGC has put good governance at the centre of the Rectangular Strategy¹ recognizing its importance in attaining the CMDGs. Such governance encompasses free and fair elections, the rule of law, access to justice, accountability of elected representatives, and inclusion of marginalized groups.

Since the first multi-party elections organized by the United Nations Transitional Authority in Cambodia (UNTAC) in 1993, there have been gradual steps towards a more participative society in Cambodia: the emergence of the communes as a decision making mechanism; significant empowerment of civil society in the area of gender, human rights and electoral reform; the peaceful conduct of elections; and some limited opening towards a multi-party culture. However, despite having introduced a system of democracy, Cambodia society remains a hierarchical society, in which decisions are still influenced by traditional power relations. Concerns remain that the space for debate and expression of opposing viewpoints in both election and non-election periods has not improved significantly since 1993. Both parliament and political parties have failed in fully meeting their legal and political mandates with regard to being a check and balance to the executive branch. The first commune council elections in 2002 and the subsequent elections of district and provincial councilors in 2009 have enabled the establishment of local democratic institutions, but democratic politics are yet to develop locally. Public and civil society participation in decision making remains limited partly due to their capacity constraints, fear of participation, scarcity of institutionalized mechanisms and insufficient access to information. This is particularly true for youth and women. Overall awareness about democratic rights and responsibilities remains low. Individuals are still unable to speak their minds freely, and political discussions rarely occur openly in Parliament and locally elected councils. Although this is due more to prevailing social norms and low level of trust and social cohesion than to open political suppression, it hampers the development of a vibrant political democracy. Weak public dialogue and demand for accountability by the media is a further constraint.

There is no clear national consensus yet about what forms of democratic practices are more adapted to the current democratization process. Such consensus amongst Cambodian citizens can only emerge in an environment that increase awareness about democratic practices and rights and enable citizens to bring their agenda forward. Opportunities exist. Citizens show general interest in political activities and positive attitudes towards principles underlying transparency and accountability. Civil society organizations have a certain influence on democratic governance through increased political awareness and monitoring of political and socio-economic trends.

The deeply rooted patron-client relationships that underlie governance processes affect progress in the national development agenda. One manifestation of the limited space and capacities for democratic debate is the little evidence-based policy debate on the achievement of the CMDGs and other socio-economic issues. Low capacity of government to fulfill its obligations and of Cambodians

¹ The Rectangular Strategy Phase II, 2009-2013

to exercise their rights are among the key bottlenecks to attaining the CMDGs. Although democratic institutions have been established (parliament, council, league of councils), there is not enough focus on how these hold decision makers to account. Poor performance here means a slower route to more equitable development. Reducing poverty and meeting CMDG targets depends in part on the ability of citizens and society to organize to voice their needs, increase pressure for policy change and monitor government's performance.

More fundamentally, this situation brings to the forefront the need for opening up of space for voices calling for greater attention to poverty reduction and, in particular, strengthening the ability of women, youth, and indigenous peoples and the poorest and most disadvantaged to influence decision making. This requires a vibrant and dynamic democratic space – meaning the arena that exists between the state and the individual.

While the democratic institutions and the basic governance structures are in place, it does not necessarily translate into better development results or more equitable distribution of the benefits of growth. Further improvements in Cambodia's democratic development is required – not only in terms of the institutions and the structures at national and sub-national level – but more importantly in terms of how the institutions allow for people to participate in decision making and hold the decision makers and service providers accountable for its actions.

Electoral processes

While it is clear that significant gains have been made in terms of electoral administration since 1993, concerns linger regarding specific technical aspects of the electoral process, as well as the overall political context within which elections take place. Observers of the National Assembly elections in 2008 generally agree that the elections were technically reasonably sound and marked with a drastic reduction in political violence. However the 2008 election was viewed as falling short “on a number of key international standards which include unequal media access (except for the 30-day time frame provided by the Equity News programme supported by UNDP), voting irregularities, impartiality of the electoral administration, use of state resources by the governing party, delays in improving the complains procedures. Complaint resettlement remains complex and created obstacles for electoral stakeholders.

Most voting irregularities relate to the improper maintenance of voter lists due to lack of a single national identity database, the inability of either NEC or MOI to effectively identify possible duplicates in their respective databases, concerns about the impartiality of commune staff in conducting the annual update and the use of temporary identification documents (form 1018)². New challenges include the expiry of national identity cards. Since 2006 UNDP has strengthened the capacity of the police to manage the ID cards system, to decentralize the ID cards to 19 provinces with 40 mobile units, resulting in the issuance of ID cards to 92% of voters in 2007 and 2008 elections. MOI now has the capacity to issue new ID cards nationwide with some planning support. The Technical Working Group on Voter Registration established in April 2010 organized the first ever national consultations with all political parties and stakeholders to discuss the improvement of the voter registration system. TWG recommendations are yet to be implemented.

² Report on voter registration, UNDP Cambodia, December 2009

The National Elections Committee (NEC) is able to operate and oversee elections but regards by law electoral legal reform (in particular with respect to the complain mechanism) as the sole responsibility of the Ministry of Interior. Its lack of constitutional and financial independence remains a challenge (NEC members are nominated by the Ministry of Interior). NEC has developed with UNDP support, civic education materials for the general population, but materials and campaigns targeting specific populations (men and women with disabilities, evictees, youth, and indigenous people) are still needed³.

Parliament

More efforts are needed to address the critical needs of the National Assembly and Senate of Cambodia to deliver its three core functions: representation, law making and oversight. All nine commission of the National Assembly are presided by and composed of members of the ruling party. When laws reach the plenary session they have not yet been considered by the opposition parties. There is limited research capacity to support the Parliamentarians in their law making function. UNDP, CIDA and Konrad Adenauer have notably contributed to improving the capacity of Parliament and Parliamentarians to perform their duties. However for capacity to translate into empowerment, the congenial environment in which the newly acquired skills can be effectively exercised is missing. The membership in the National Assembly is to a large extent determined through party lists. It remains difficult for parliamentarians to openly question the policies and decisions of their own parties which limit the extent of the oversight function. Despite notable progress to outreach to their constituencies and to the youth (school programs, newsletter, field visits), the Parliament remains closed off to the public and there is little access to information. Beyond media based in Phnom Penh, there is limited media coverage at sub-national level, thus fewer opportunities for parliamentarians to access quality exposure through mass media. In addition, mechanisms for effective interactions between civil society, political parties and parliamentarians have not been systematically institutionalized.

Political parties

Cambodia is, in principle, committed to adopting a multi-party system. However, the system is polarized and dominated by a strong and well organized ruling party with stronger capacities than other parties to participate and compete effectively in Cambodia's democratic system. There are five parties represented in the National Parliament. The parties are primarily driven by strong personalities and have not been successful to entrench effective dialogues among its members as a means of innovating new ideas or new legislations. Efforts from within political parties to push for greater numbers of women on the party lists have been successful. Further efforts to engage youth, disabled and women in parties, resulting in more representative candidacy and participation should continue to be encouraged at national and local level. Special measures for representation and support to candidates need to be supported in communes with majority of indigenous people. Major changes cannot be expected in terms of political parties and candidates at local level but processes related to transparent selection of political parties' membership and candidacy, can be looked at.

Sub-National Democratic Development reform (SNDD)

³ COMFREL 2010 report on Cambodian democracy, elections and reform

With the establishment of elected commune councils in 2002, the social and political change has been significant and their role and importance has been further strengthened in the 2007 elections. The opening of the political space at the village and commune level has continued slowly but steadily in the past five years. However the top-down nature of governance in Cambodia puts important limits of how much can be achieved with respect to participation and accountability at tiers of local government. It is unlikely that the emergence of the district councils will, in the short term, strengthen democratic processes. District councils are indirectly elected so there is not direct line of accountability. Secondly, second tier local governments will serve a much larger population thus the interaction with constituencies will be different. Downward accountability is still limited and the districts have historically had a supervisory role over the communes, rather than the collaborative role outlined in the Organic Law on the administration of capital, provinces, municipalities, districts and khans. Notions of popular participation are limited and the district officials currently fulfill more technical roles with respect to security. Overall the role of the councils has mainly focused around planning and budgeting and less on enabling participation of citizens through council meetings and providing access to information through disclosure of information of public interest and institutionalized mechanism for civil society participation. The current D&D reform process offers important opportunities for enhanced civic engagement and social accountability at local level.

Media development

While Cambodia is known for its large number of television and radio channels, under the magnifying glass the media is still far from being truly independent and the majority do not provide diversified opportunities to access information or pluralism. A reasonable press law does provide a legal framework for the printed media but a broadcasting law is still absent, and journalists have difficulties exercising their professions citing a climate of fear and lack of trust. Among the 18 journalist associations none could be regarded as professionally independent bodies to provide a true protection to their members. With a string of intimidation and law suits (defamation charges), self-censorship prevails at all levels of the media. The limited development of local media, which would be crucial mechanisms for voice and accountability at local level, challenges the situation further. Rural Cambodians and CSOs have limited means to access local information. The Phnom Penh based media are mostly concerned with national issues. However radios such as Behive radio and Women's media centre have the potential to reach people in rural areas. There are a few independent radio call-in programs which are very popular but interactive media formats are rare. The Ministry of Information recently created provincial radio stations in 14 provinces with trial of interactive call-in programme (notably in Battambang). The internet penetration is still low in rural areas and relatively insignificant in rural Cambodia.

Civil society empowerment

Within the current political context of Cambodia, where one party is dominant over democratic institutions and the opposition is weak, CSOs are acquiring a key role as a counterweight to the state and as an essential pillar in promoting transparency, accountability, and the rule of law and other aspects of good governance. In a context in which citizens' rights are still not entrenched, it is also civil society organizations that provide the only channel through which most marginalized groups can make their voices heard in decision making processes, and protect and promote their civil, political, social and economic rights. For civil society to play a meaningful role in helping government to be

effective and accountable, CSOs must themselves become professional and models of transparent, responsive and accountable governance. Confronted by these challenges, civil society organizations seem still unprepared and not fully enabled to contribute to strengthening democracy in all their multiplicity of roles⁴.

At present, CSOs are highly donor dependent and most lack grassroots links. If civil society is understood in the sense of “the public arena where people freely associate to advance common interests”, then Cambodian civil society remains weak. In addition, there is little experience of institutionalized interaction between Cambodian CSOs and the state. At the national level, while modest attempts are being made at including civil society in RGC policymaking, and while there is a growing involvement of civil society in the governance arena, the culture of participation is still weak and there are few institutionalized mechanisms for the participation of civil society in decision-making. Civil society itself suffers from low levels of citizen mobilization and association, lack of internal democracy and lack of downward accountability and lack of confidence in expressing voice. It requires greater development, capacity building and policy support to effectively represent local constituencies in a coherent way at the national level. Despite shortcomings, a number of key NGOs carry out important awareness raising and training for both local governments and grassroots level CSOs thus contributing to developing a participatory and democratic culture. They also play a key role in monitoring of state reforms and budget and in legislative watch dog functions. Efforts to further strengthen CSO networks and links between CSO and CBOs at local level are called for. A new NGO law is under way with the potential to restrict the right to freedom of association due to tedious registration process.

People participation

Citizens are often disempowered to participate due to paternalistic attitudes and lack of appropriate mechanisms for participation. The exclusion of disadvantaged groups remains a concern for Cambodia, especially for those who live in remote rural locations (almost eighty percent of Cambodia’s 13.4 million people live in rural areas), ethnic minorities, youth and rural women, who have not benefited as much proportionately from the benefits of growth and development. They face challenges in accessing information and raising their voices to influence change through public meetings. There is still room to improve on some practical weaknesses in the existing commune decision-making process and how these participatory meetings are conducted. Villagers are sometimes not sufficiently prepared, have a limited understanding of the process or lack access to information.

Voting and participation in commune councils meetings seem to be the only mechanisms and channels for expressing voices. There are few NGOs dedicated to empower citizens and strengthen their voices. More targeted interventions are needed to support marginalized groups.

The increasing pressure on natural resources (land, water, forestry) through the awarding of economic land concessions, is the biggest issue of concerns to local people who depend on the water of Tonle Sap (fish), on access to land (80% of people live in Cambodia engage in agriculture) and on forestry products (30 to 40 per cent of rural households depend on forest products for their livelihoods). Local people have limited opportunities to assemble, demonstrate and express their objections to loss of

⁴ Civil society empowerment and democratic governance in Cambodia, UNDP, 2010

land. Elected councils are, to a certain extent, receptive to local pressure but their limited power and resources undermine their ability to exercise their authority and actively defend the interests of their constituencies. The association of local councils has demonstrated that it can help in some instances champion the cause of the councils and the people.

Youth participation

Two out of three people in Cambodia are under 25, and more than 30% are aged between 10-24 years. Youth continue to face a shortage of job opportunities forcing them to migration and exposure to various risks. The voices of youth are seldom considered or incorporated into development planning, even though young people constitute a third of the workforce and are potentially the driving force for growth. Most young people lack the very basic civic awareness necessary for them to make justifiable demands of elected leaders and for participating in political and decision making processes. A number of political parties already recognize importance of this demographic with the establishment of youth wings. Youth volunteerism is widespread at community level. There are a number of youth organizations with limited capacities. Youth have access to mobile phones and television but have limited access to internet⁵.

Women participation

Over the past ten years, the RGC has also taken considerable actions in promoting gender equality in politics and decision making through an engendered legal and institutional framework. These include the integration of gender strategy and actions in the Organic Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans, the Establishment of the Women's and Children's Committees and the issuance of a new civil service guideline which indicates all new recruitments of civil servants shall reserve a quota of at least from 20% to 50% for female. The number of women parliamentarians has significantly increased from 12% in 1998 to 22% in 2008 and women commune councilors from 8% in 2002 to 14.6% in 2007, though there is no legislation in place to promote women's participation in politics. In addition, the government's affirmative action to increase women's representation at deputy provincial and deputy district levels has also shown the strong commitment of the government toward the increase of women's representation in decision making at sub-national level.

Despite these achievements, tremendous challenges persist and women still face entrenched barriers to political participation in the environment of limited democratic space where political competition is restricted⁶. The major barriers include lack of specific measures such as quota or affirmative action in the electoral law to redress discrimination and advance women's participation in politics, the persistence of gender norms and stereotypes including lack of education, burden of domestic responsibility and social and family support, limited capacity and skills of women's commune councilors and the Commune Committee for Women and Children to perform their functions, limited resources at the commune level to address gender and the relevant social issues and little influence and empowerment of women in the decision making process. Moreover, women face tremendous difficulties in moving to the top of party lists which would provide them a greater chance for being elected. Women with disabilities face many more obstacles to political participation than women in

⁵ Youth civic participation in Cambodia, knowledge, attitudes, practices and media, UNDP 2010

⁶ Lessons learnt and best practices on women participation in political processes, UNDP 2010

general (Only 51.3% of disabled women are registered to vote compared to 76.7% of women in general)⁷.

Indigenous People participation

Indigenous people lack the mechanisms for appropriate representation and participation in decision making. They are particularly vulnerable to the increasing pressure on natural resources. They are often not consulted, informed or involved enough in the design of national policies that affect them, in the design of development programs, and commune development plans, including in the granting of land concessions and licenses for mining exploration. They encounter difficulties in registration of community forests, registration of indigenous communities as legal entities, and registration of indigenous communities' collective land. Indigenous women in particular do not enjoy full rights to participate in consultations and are not encouraged to participate.

In 2010, a UNDP participatory research provided a clear picture of indigenous peoples' media access and consumption trends⁸. In order to provide better access to information, "community ownership" of communication systems was identified as a best practice. Indigenous communities, through consultative forums, expressed a strong desire for media that they could operate themselves. UNDP Communications for Empowerment (C4E) initiative provides a strong and relevant model that can support the wishes of indigenous peoples that decision-making about media (such as content) should be based within their communities. Civil society has a crucial role in ensuring that such media and information systems establish clear community ownership. The Highlanders Association and the Organization to Promote Kuoy Culture, a network named Indigenous Rights Active Members, and the Cambodian Indigenous Youth Association are the main established civil society groups.

Other marginalized populations

According to the UNDP recent survey on Political Participation of Women with Disabilities in Cambodia, persons with disabilities are estimated to represent 4% of the Cambodia Population. While reliable data on their political participation is missing, anecdotal evidence suggests their widespread exclusion from political processes: In 2009, persons with disabilities expressed their concern regarding discrimination experienced in accessing political processes, their exclusion from commune decision making and their difficulties to exercise their rights to vote and stand for election. The 2008 saw for the first time accessible ballot papers for blind people (Comfrel, 2008). In 2009, the RGC adopted the law on the Protection and Promotion of the Rights of Persons with Disabilities. Article 45 stipulates the prohibition of discrimination or stigmatization against person with disabilities that run for election. Article 44 affirms the equal right to vote or be a candidate for election for all persons with disabilities.

Despite the law in place, it is important to highlight that no reference is made to women with disabilities and gender-specific discrimination they may face. Women with disabilities have faced a lot of discrimination and there is a strong gender-stereotype for those women which prevent them from actively participating in the democratic and decision making processes.

⁷ Political participation of women with disabilities, COMFREL, Handicap International, UNDP, 2010

⁸ UNDP research study into Communication for Empowerment (C4E) for indigenous communities

In Cambodia, HIV infection is concentrated among key populations at higher risk, including Men who have Sex with Men (MSM). The prevalence amongst the MSM is estimated at 4% in 2007 (4.5 times of the national prevalence)⁹. There is growing recognition in Cambodia that stigma and discrimination toward MSM is a key factor behind these high prevalence rates. Fear of stigma, for instance, may inhibit MSM from telling a doctor they have been having sex with men, and they therefore do not get treated for HIV and most health workers have limited knowledge about MSM. MSM stigma also drives the epidemic in the broader population.

To have more effective national response to the epidemic, the 3rd National Strategic Plan for Comprehensive and Multi-sectoral Response to HIV/AIDS (NSP III, 2011-2015) recognizes the need to emphasize on meaningful participation of key affected population networks to allow those stigmatized population, including the MSM, to voice their concerns and needs.

Access to information (A2I)

Access to information about government programs, plans and budgets are pre-conditions for parliamentarians, elected councils, civil society, political parties and the media to play a more active role in governance processes. A recent report on Cambodia concludes: "Access to information in Cambodia is difficult in reality, not only for the ordinary citizens, but even for legislative members, public officials (officials from one ministry cannot easily access information from another ministry), NGO employees, media, etc"¹⁰. This is further reinforced by the lack of an Access to Information (A2I) law. A working group of CSOs supported by the UN was created in 2003 aiming at raising public awareness on the benefits of A2I legislation. The Access to Information law is now under preparation with the Ministry of National Assembly Senate Relations and Inspection (MoNASRI) showing interest in taking additional step on the legislative process in 2011. Another challenge is that while there is general interest in public information, there is lack of demand for governance related information among citizens. The One window service piloted under the Demand for Good Governance, PACT and API have provided useful pilot experiences as well as the e-governance initiative implemented by ADB in 76 communes.

Building on UNDP's experiences and comparative advantages in addressing capacity development challenges and with UNDP being recognized as trusted partner for its impartiality and quality of engagement with all stakeholders (parliamentarians, elected councils, civil society, political parties and the media), it is rational for UNDP to continue its support in strengthening democracy in the next ten years, notably to complement interventions undertaken in support of the 10-year sub-national democratic development programme.

II. Programme Scope and Strategy

The United Nations Development Assistance Framework (UNDAF) 2011-2015 emphasizes that while considerable steps have been made towards more pluralistic and democratic practices in Cambodia,

⁹ *Men Who Have Sex With Men in Cambodia: HIV/AIDS Vulnerability, Stigma, and Discrimination, Policy, 2004 and MSM Rights is Human Rights, HACC, April 2008*

¹⁰ Global Integrity Scorecard, 2008

stakeholders (Government, Civil society and Donors) unanimously agree on the need for the UN to continue its work on governance issues. Governance is one of UNDAF's five outcomes¹¹ to support Cambodia's commitment to strengthening democracy through enhancing national and sub national institutions to be more accountable and responsive to the needs and rights of all people living in Cambodia and increasing participation in democratic decision making (UNDAF Outcome 4). To contribute to the achievement of this outcome, the UNDP Strengthening Democracy Programme (SDP) aims at establishing and strengthening effective mechanisms for dialogue, representation and participation in democratic decision-making (UNDP Country Programme Outcome 3).

UNDP past cooperation in the area of democratic governance

UNDP Cambodia has supported the pursuit of democracy in Cambodia since UNTAC. This has included support to four national elections (1993, 1998, 2003 and 2008) and two commune-level elections (2002 and 2007). The UNDP Strengthening Democracy and Electoral Processes in Cambodia (2006-2010) made notable contributions to strengthening civic education and administration of elections, increasing women's representation, and opening space for multi-party dialogues and balanced journalism, with critical support from CIDA, Australia, SIDA, Ireland and Oxfam. As a follow up to the National Assembly elections in 2003, UNDP has implemented a parliamentary assistance programme to support newly elected MPs and more broadly the young institution. Concurrently UNDP has been the main support to the Government's gradual attempt at designing and implementing a decentralization and deconcentration reform with significant funding from EU member states. UNDP's support has been instrumental in the establishment and strengthening of democratic institutions such as the commune councils and the National League of Commune Sangkat (NLCS).

In order to adapt to the evolving context induced by the fourth legislature in 2008, UNDP has initiated an internal review of its democratic governance programme supported by a series of assessments¹². These assessments pointed to the following:

- UNDP has emerged as a credible broker in governance. Civil society organizations and opposition parties in particular spoke of the enhanced credibility of UNDP's work in the sector.
- Given the increasingly depleted political arena, UNDP facilitated multiparty issue-specific dialogue has become the only forum available to political parties to exchange views and debate their differences in a neutral and non-confrontational atmosphere.
- Women participation and representation has increased especially at local level through leadership programmes and working with political parties. Women have been capacitated to raise awareness on "social issues" but not empowered to play meaningful role in decision making (planning and budgeting) or in social activism.
- The combined contributions of UNDP to Cambodia's decentralization process have been positive and significant in terms of institution building and capacity development: in

¹¹ The five UNDAF Outcomes are i) economic growth and sustainable development, ii) health and education, iii) gender equality, iv) governance and v) social protection

¹² Final evaluation of electoral reform programme (2008), Parliament review (2008), Mid Term Review of CPAP (2009), PSDD Mid Term Review (2009) Governance Outcome Evaluation (2009), Assessment of Development Results (2010).

decentralized planning, finance, and M&E systems to implement local investment projects. However the final outcome of effective service delivery through participatory decision making at local level has not been achieved. The link between improved governance structures and improved service delivery to meet the needs of the populations is unclear. Progress on service delivery at local level was modest as very few functions and funding have been delegated down. UNDP has not been able to adequately address deficiencies in downward accountability, the inadequate processes for participation at the grass root level and the absence of a strategic approach and vision for Capacity Development of the local authorities.

- Despite technical improvements in the electoral process and considerable investment in institution building of the parliament, the councils and the association of local councils, UNDP efforts haven't been effective yet in achieving the intended outcome of improving checks and balances vis-à-vis the executive.
- Investment in institution building has not been matched by similar efforts to strengthen civil society organizations and thereby develop democratic space for citizens at large.
- It is also recommended that UNDP consolidates, focus and promotes more synergies between different democratic governance initiatives (parliament, electoral reform, decentralization/local governance) under one programmatic approach.

Refocus on People, Participation, and Democratic Culture:

Building on the assets of democratic systems and a local governance structure that UNDP has helped to establish, UNDP should now promote the use of such systems by encouraging the participation of people in democratic decision making. The full potential of institutions, structures and systems for democratic governance in their current form is yet to be fulfilled. To enhance the effectiveness of its interventions in democratization and decentralization, UNDP needs to invest in long term capacity development of Cambodian citizens to participate and make best use of these institutions, structures and systems. What is required is the awareness and the ability of the citizens to bring their agenda forward. The Khmer Rouge regime ripped the social fabric out of communities and people turned to individualized protection strategies that have often been imparted on to their children. The concept of community and community common goods do not relate to people reality for many people in Cambodia. To build effective communities that are motivated and able to demand participation and representation, UNDP must aim to fundamentally **transform the notion of citizens-state engagement and develop processes that are conducive to real debate and influence.**

The current political environment is less conducive to installing confidence in democratic processes. In this context and based on the findings and recommendations of the different reviews, the new UNDP Country Programme Document (CPD) adopts a more pragmatic approach to strengthening democratic space moving away from a sole focus on electoral reform and support to formal democratic institutions to focus on one concrete outcome: "the set up of effective mechanisms for dialogue, representation and participation at central and local level". The Strengthening Democracy Programme (SDP) is meant to strengthen **the formal and informal mechanisms for dialogue, representation and participation** in Cambodia's current democratization process. UNDP will focus on creating opportunities for dialogue and debate between civil society and different levels of government, between parliament and civil society, between political parties, between elected

councilors and the executive branch of government thus contributing to promoting a culture of accountability and transparency.

Approach

The Strengthening Democracy Programme represents a concerted effort to address, programmatically, the **arena that exists between the state and the individual** in which people interact to hold the state accountable, shape public debate, participate in politics and express their needs and opinions. The programme aims at capitalizing on the opportunities that the 10-year sub-national democratic development programme and other national processes offer for more institutional space for dialogue and interaction, and at the same time nurturing and empowering citizens and CSOs to express their voices, participate in the public sphere and influence decision making.

Building on the Government's commitment to promoting citizen engagement in governance and democracy, the programme will promote capacity development targeted at strengthening the links between parliament, sub-national government bodies, citizens and civil society.

The SDP programme will continue to support key institutions and mechanisms for strengthening democracy in Cambodia, i.e. parliament, councils, electoral processes, and broader voter education, while focusing extensively on a wider set of intermediary institutions which support the space where people can engage, shape interests and hold government to account. Such approach should incrementally open the democratic space and target key agents of change rather than reinforcing the status quo. These intermediary institutions, acting as conduits to improve access to information and promote citizens' participation, are **Civil Society Organizations (CSOs), political parties and media**. UNDP will strengthen the role of these intermediary institutions in opening space within, and around, the three categories of elected democratic institutions; and will support the enabling framework of these intermediary institutions including advocacy, support for policy and legal changes, and strategic capacity development.

More specifically, UNDP will focus on support to parliament and local councils in **reaching out to constituencies** to better understand and respond to their needs. CMDG-based forums will gather parliamentarians, local councillors and citizens to track progress against the Millennium Development Goals. School outreach programmes for members of parliament will increase interaction with youth. Social accountability mechanisms will be piloted to monitor how well local public services are delivered and whom they benefit. Voter registration processes will be improved through working towards the RGC initiative to establish a civil registry.

Creating an environment that is conducive to give voices to **civil society organizations** is important, both as a means to raise the awareness of the people and as a means for the people to raise their concerns. A two-pronged approach is suggested: nurturing independent civil society organizations with financial and technical support so that they can carry out the essential function of social mobilization; and encouraging reforms that can create the democratic space in which an independent civil society can flourish. UNDP will focus on demand driven and innovative capacity development support to the CSOs, using south-south cooperation, with a view to enhance their effectiveness, internal governance and accountability. UNDP will work to create a better enabling environment for CSO – Government dialogue while promoting coordination, harmonization and joint action among

Development Partners (DPs). UNDP will support CSOs with strong and documented constituency and will endeavor to carefully balance support to different organizations.

The Strengthening Democracy Programme will address the capacities of specific target groups such as the **youth, indigenous peoples (IP)** and other marginalized population including the disabled and stigmatized groups such as women with disabilities and Men have Sex with Men (MSM). The SDP will aim at developing a more capable and enfranchised constituency, primarily through their greater active engagement in political process at national and sub-national level. SDP will also address the capacity gaps of rights and advocacy groups to assist them in claiming their rights and voicing their needs and concerns. A **nationwide youth multimedia civic education campaign** will reach 3 million young voters to equip young Cambodians with the civic knowledge and skills to enhance their participation in democratic processes, to help them be more informed and active in the upcoming local elections (2012) and national elections (2013). It will also support the development of national strategies/ implementation plans for achieving the CMDG3 targets on women's political empowerment, i.e., 30 percent female representation in parliament and 25 percent in commune councils. **Young women leadership programmes**, along with measures to be adopted by the five main political parties, are expected to increase the proportion of women candidates in commune and national elections.

The Strengthening Democracy Programme will strengthen political parties' knowledge and capacities to engage with and address development issues at national sub-national level. UNDP will continue to provide a neutral platform for dialogue at the highest level of the political parties' leadership and other relevant stakeholders on political and MDG-related issues. UNDP will work with political parties to strengthen their internal ability to develop the capacities of their representatives at different levels of government. It will support political parties to promote women, youth and indigenous people in politics, resulting in more representative candidacy and participation.

The Strengthening Democracy Programme will support political parties, civil society networks and the media to **promote access to information** on the CMDGs, government programmes, plans and budgets, natural resource management and extractive industries and key state reforms such as the decentralization reform and climate change adaptation through sharing and communicating evidence-based advocacy research works. UNDP will promote knowledge management and dissemination through multiple levels of MDG-centered fora in support of an MDG-acceleration agenda and local MDGs priorities. The Strengthening Democracy Programme will provide media platforms for enhancing information flow and **public dialogues** on issues of concern to citizens and policy makers. UNDP will continue to support the production of **Equity Weekly and Equity News television programmes** and will provide grants to develop 3 radio programmes looking at the challenges Cambodians face in achieving the CMDGs. The Youth Multimedia Civic Education Initiative will also feature issues of concern to the rural and urban youth. UNDP will support efforts to bring the Access to Information policy framework through the legislative process. UNDP will promote information sharing and knowledge transfers through political parties channels.

The Strengthening Democracy Programme will promote **south-south cooperation** with other countries in the region through exposure and exchange visits, inviting resource experts from the region and other places as well as learning from other countries' experiences and best practices in addressing democratic governance issues. UNDP will support key members of parliament from both

houses to explore collaboration and best practices from other countries to effectively perform their functions. UNDP will promote regional cooperation and exchange of experience and best practices in the area of civil society empowerment by bringing together CSOs on the basis of horizontal commonalities and linkages. It will also expose young women through women's civic engagement programmes to good leadership models in the region.

UNDP will ensure linkages and synergies with other UNDP programmes in the area of **decentralization and local governance, gender equality, NSDP/CMDG monitoring, climate change and natural resource management**. Concurrently to the Strengthening Democracy Programme (SDP), UNDP local governance portfolio will seek to promote democratic governance and local development by supporting local governments to develop their capacities to take over increased functions (UNDP Country Programme Outcome 4). In support of the RGC 10-year sub-national democratic development programme and the three-year implementation plan, UNDP will work to strengthen local institutions, in particular the national league of associations of local government and the downwards accountability of the councils towards the citizens to make local governance processes more efficient, accessible and responsive to the needs of the people, ultimately contributing towards achieving the Millennium Development Goals at local level. UNDP Partnership for Gender Equity III programme implemented by the Ministry of Women Affairs will endeavor to increase women's representation and participation in public spheres. The NSDP/CMDG monitoring programme implemented by Ministry of Planning will contribute to strengthen access to information for decision makers and civil society and citizens at national and sub-national level through public information tools and CMDG scorecards. UNDP is partnering with the Ministry of Environment, the Ministry of Agriculture and the Forestry Administration to implement climate change resilience actions and sustainable forestry management and protected area management initiatives that require broad based consultations at national and sub national level.

UNDP will partner with a range of government and non government organizations, including the Ministry of Interior, the Ministry of Information and TVK, the Ministry of National Assembly, Senate Relations and Inspection, the National Elections Committee, the National Assembly and Senate, the Parliamentary Centre, Political Parties, civil society organizations with grassroots networks and radio stations with a local audience.

UNDP will endeavor to closely coordinate the planning and design of activities and deliverables with other partner agencies involved in democratic governance programming. In particular UNDP will seek complementarities with the EU Delegation electoral reform and civil society empowerment interventions, the World Bank Demand for Good Governance programme, PACT and API, SIDA democratic governance programmes, EU/GIZ SPACE programme, ADB governance programmes, IRI young leaders programme, NDI, COMFREL, NICFEC and OXFAM. Jointly working towards UNDAF Outcome 4, to enhance national and sub national institutions to be more accountable and responsive to the needs and rights of all people living in Cambodia and increasing participation in democratic decision making, UNDP will continue to partner with OHCHR, UNESCO, UNCDF, UNICEF, UNFPA, UN Women and the UNV programme.

III. PROGRAMME OUTPUTS

The Strengthening Democracy Programme is central to the UNDAF Outcome 4. It aims for contributing to the achievement of other Country Programme Outcomes 4, 5 & 6 through establishing and strengthening effective mechanisms for dialogue, representation and participation in democratic decision-making. The Programme will focus on two major result components that are complementary and mutually reinforcing:

Output 1: Increased interaction with citizens and accountability of elected bodies and authorities through strengthened democratic processes and practices at national and sub –national levels.

Output 2: Strengthened civil society, media and political parties as conduits for citizen’ participation in democratic processes and decision making

Output 1: Increased interaction with citizens and accountability of elected bodies and authorities through strengthened democratic processes and practices at national and sub –national levels.

UNDP will focus on support to elected bodies and authorities in reaching out to constituencies to better understand and respond to their needs. The Strengthening Democracy Programme will support both chambers of Parliament and local councils in awareness raising activities on the CMDGs and other socio-economic issues, youth participation and women’s political participation and participation of marginalized groups. SDP will seek to increase parliamentary engagement with constituencies, CSOs and media. SDP will support the further development and national roll-out of mechanisms to ensure compliance with the obligations set out in the Organic Law and Commune Council Law regarding access to information, citizen participation and accountability mechanisms for commune and district councils. SDP will also target strategic support to electoral systems and processes that will ensure enfranchisement of citizens.

Deliverable 1.1: Increased parliamentary engagement with constituencies, CSOs and media

The Parliament remains closed off to the public and there is little access to information for parliamentarians and for their constituencies on parliament activities due, amongst others, to limited media coverage and quality exposure through mass media. Mechanisms for effective interactions between civil society, political parties and parliamentarians have not been systematically institutionalized.

UNDP will build on the foundations laid by its past parliamentary cooperation programme, the Legislature Assistance Project (LEAP) to work with youth, for example, through the organization of “mock parliamentary debates” which exposed school students to parliamentarians and parliamentary business, and the Schools Outreach Programme; and to work with the Senate Gender Affairs and Women’s Development Department to identify key priorities to address gender related issues for CMDG attainment.

Access to information will empower citizens to more effectively engage with law-makers that would enable them to benefit more from people-focused legislative outputs. Developing stronger relationships with the media would ensure that parliamentary information is more effectively disseminated across the country.

To test approaches for building effective relationships between the Senate, National Assembly, Commune Councils and citizens, SDP will organize issue-based dialogues on MDG related issues, in particular CMDGs 3, 4 and 5, gathering Parliamentarians, Commune Councillors, CSOs, and other relevant stakeholders. SDP will seek to strengthen the capacity of the new Senate Gender Affairs and Women's Department to ensure that inputs into Senate oversight and law-making processes are gender sensitive. SDP will also support the members of parliaments from both houses to explore cooperation and learn best practices from other countries in the region on key development issues in order to effectively perform its representation, law making and oversight functions. To develop the capacity of media to engage with the Parliament, training programmes on parliamentary affairs will be developed and delivered.

Key partners will be the Senate and National Assembly, the Technical Cooperation Secretariat (TCS) of the Parliament, the Parliamentary Centre of the Senate, UN agencies and Konrad Adenauer Foundation.

- Activity 1.1.1: Facilitate interaction between parliamentarians, commune councils, CSOs and citizens on issue-based dialogs/briefings and MDG related issues (MDG 3, 4 and 5);
- Activity 1.1.2: Support Parliament in reaching out to youth and media;
- Activity 1.1.3: Enhance the capacity of Senate's Gender Affairs and Women's Development Department.
- Activity 1.1.4: Support parliamentarians for south-south cooperation with other parliaments.

Deliverable 1.2. Institutional mechanism for public dialogue, representation and accountability strengthened at sub-national level

The National Programme for Sub-National Democratic Development (SNDD) presents opportunities for enhanced civic engagement and social accountability at sub-national level. UNDP will complement IP3 interventions by supporting the further development and national roll-out of mechanisms to ensure compliance with the obligations set out in the Organic Law and Commune Council Law regarding access to information, citizen participation and accountability mechanisms for commune and district councils.

While the role of councils has mainly focused around planning and budgeting for small infrastructure projects at local level, more attention needs to be paid to the councils' role in ensuring access to basic services and enhancing opportunities for people to influence decisions and participate in local governance processes. Commune committees for women and children (WCCCs) and for disaster management (CCDM) have helped to enhance the participation of communities in local planning

processes and service delivery. More efforts are needed in order to make the participation demand-driven and interactive to meaningfully address the concerns of communities.

SDP will extend support to improve the mechanisms for more meaningful participation of CSOs and citizens in district and provincial council affairs through holding more effective public forums as a way for citizens to engage with councils and government authorities on issues of their concern. This will in turn be used for CCs and DCs to produce public information and outreach activities of relevance to the communities.

To further improve local democratic processes in terms of civic engagement, dialogues and social accountability mechanisms, UNDP will convene network(s) of organizations working on strengthening council – citizen interfaces. It will undertake research towards best practices and work with umbrella CSOs to strengthen both the supply and demand side of local level participation and access to information. UNDP will assist in analyzing lessons learned at commune and sangkat level (in partnership with NLC/S or any other LGAs that might emerge) to feed into NCDD and the working process around Freedom of Information (FOI) policy and implementation. The starting point is a coordinated effort to evaluate and analyze the current and past practices of dialogue mechanisms between citizens and the state. The aim is for national roll-out to be managed by CSOs and other national partners. During years 2-4 (year one focusing on activities leading on to roll-out), UNDP will support the roll-out in up to 50 communes starting with the poorest and those having a significant population of indigenous peoples.

SDP will also assist in mainstreaming mechanisms which strengthen the accountability of the commune and district governments for administrative services to limit in particular the extent to which access to these can be used as reward and sanction for political loyalties (e.g. services which are vital for political and economic opportunities, different sorts of certificates, licenses and understanding of the management of access to central government poverty schemes). First, the programme will support citizens' evaluation of the services aiming to shed light on the patterns of discrimination and create the basis for national and local dialogues. This will include the design, pilot-testing and roll-out of a package drawing on social audit/report card tools and other innovative mechanisms such as the recently established ipaidabribe.com website in India which aims to understand trends and patterns, study suggestions received from people and then make informed recommendations to the government on how processes can be changed. Second, it will provide technical assistance for the development and piloting of citizens' direct feedback to Sub National Administrations (SNAs) for public services (including, but not limited to, ombudsman functions as currently being piloted, grievance mechanisms which have been in operation for some time, complaint boxes and similar) working with other partners in moving towards a national roll-out. This will draw on UNDP lessons learned from local governance programs to countries in the Asia region and in Cambodia.

- Activity 1.2.1: Convene a network of organizations working on strengthening council-citizen interfaces and work with the selected CSOs to enhance civic engagement, dialogue mechanisms and social accountability;
- Activity 1.2.2: Evaluate existing practices and institutional mechanisms for integration;

- Activity 1.2.3: Develop strategy for national roll-out with NLC/S and LGAs and national level CSOs for improved mechanisms for public interaction and A2I;
- Activity 1.2.4: Feed information and lessons learned to policy dialogue on improving local representative democracy;
- Activity 1.2.5: Support, pilot and assess citizens' evaluation of services;
- Activity 1.2.6: Conduct assessment of exiting grievance mechanisms and inputs for policy development for strengthening mechanisms for local administrative services;
- Activity 1.2.7: Develop, pilot and assess citizen direct feedback mechanisms;
- Activity 1.2.8: Provide technical support for replication and up-scaling by national institutions.

Deliverable 1.3: Electoral systems and processes strengthened to ensure enfranchisement of citizens

UNDP is widely recognized as a neutral and trusted partner in the area of electoral assistance, and can build on the foundations on its established partnership with the Ministry of Interior (MOI) and the National Elections Committee (NEC). UNDP played an instrumental role in establishing and supporting the Working Group on Voter Registration in assessing voter registration processes and linkages to the national ID card system.

UNDP will remain engaged with key counterparts involved in the Working Group on Voter registration. With support from UNDP Electoral Affairs Division (EAD) on electoral systems and processes, UNDP will continue to provide technical support at the request from the RGC including technical and legal advice on amending the related legal framework or law on general elections, reform of voter registration and other areas. UNDP will engage with NEC to further improve its current field update procedures including the role of commune clerks and on possible improvements in the processing of deletion lists. UNDP will also support NEC in the development of targeted voter education materials for populations with special needs such as disabled women and evictees. When relevant, UNDP will promote south-south cooperation in the area of electoral reform and processes.

UNDP shall also engage with the two branches of the MOI towards the eventual establishment of the Cambodian Central Civil Registry. Such engagement would encompass legal and technical support for improving the quality and consolidating databases (ID, Voter List, Civil Registry) and developing a Cambodian civil registration database, as well as enhancing cooperation between the NEC and MOI around the development and access of databases.

Upon request from RGC and if preliminary conditions are met, UNDP shall facilitate regular stakeholders coordination meetings to coordinate information sharing and support towards the 2012 and 2013 elections.

Key partners will be all stakeholders involved in the MOI working group on voter registration including MOI, NEC, political parties and civil society groups as well as the EU delegation.

- Activity 1.3.1.: Provide technical support to the Mol-NEC Working Group on Voter Registration to strengthen electoral processes associated with voter registration;
- Activity 1.3.2.: Provide technical support to the Mol on creation of Cambodian Central Civil Registry;
- Activity 1.3.3.: Coordination of regular donor meetings and mid-level meetings between political parties and relevant institutions to address electoral issues and processes;
- Activity 1.3.4.: Supporting south-south cooperation within the region and beyond through exchange visits and knowledge sharing on electoral reform processes.

Output 2: Strengthened civil society, media and political parties as conduits for citizen’ participation in democratic processes and decision making

UNDP will seek to strengthen citizen engagement in democratization processes through supporting a set of intermediary institutions which support the space where people can engage, shape interests and hold government to account. These intermediary institutions, acting as conduits to improve access to information and promote citizens’ participation, are Civil Society Organizations (CSOs), political parties and media.

SDP will seek to empower CSOs through demand driven and innovative capacity development support, using south-south cooperation, with a view to enhance their effectiveness, internal governance and accountability. SDP will work to develop a more capable and enfranchised constituency of youth and indigenous people and marginalized groups, primarily through their greater active engagement in political process at national and sub-national level. SDP will also address the capacity gaps of rights and advocacy groups in particularly the disables and MSM to assist them in claiming their rights and voicing their needs and concerns SDP will support mechanisms and strategies for women’s enhanced participation in decision making at the national and sub-national level. UNDP will continue to support political parties using an inclusive and multi-partisan approach. Lastly SDP will provide media platforms for enhancing information flow and public dialogues on issues of concern to citizens and policymakers and will support the development of an improved national enabling framework for access to information.

Deliverable 2.1 Empowered CSOs working in the area of democratic governance through building of their capacities and enhancing their role in the democratic space

Civil Society faces some structural challenges that need to be overcome for CSOs to strengthen their influence and become a vehicle for widening democratic space. Both human rights and more service delivery oriented CSOs have made important contributions to nurturing democratic values and awareness on civic and political rights among citizens. But civil society still appears nascent. People are not fully aware of their rights and obligation of being part of a democracy, in particular marginalized groups such as indigenous peoples, poor women and people with disabilities. In recent

years, new categories of CSOs are emerging such as think tanks and independent research organizations with the potential to increasingly influence and shape policy making.

In order for Cambodian citizens to engage effectively with these organizations, a few conditions should be met: an enabling environment that allows free civic associational life and access to resources; organizations with the competencies and capabilities to express their interests, rights and needs; and organizations with adequate information and mechanisms to interact with other systems/powers.

SDP will assist CSOs in institution building to further develop their capacities and internal governance processes, notably through CSOs' learning network initiatives both within the country as well as regionally through south-south cooperation. It will endeavor to facilitate greater interaction amongst CSOs and the creation of an enabling environment for CSOs – Government dialogue and promotion of CSOs participation in the policy making process.

Finally, UNDP will promote coordination and harmonization and joint action among DPs and call for a more strategic approach to CSO engagement and capacity development support.

- Activity 2.1.1 Develop and deliver innovative and long-term demand driven capacity development initiative by incorporating long-term perspective, action-learning and peer-to-peer exchange of experience with the aim to a) strengthen their internal capacity and b) increase their skills and knowledge on the concepts and mechanisms of democratic participation;
- Activity 2.1.2 Reinforce the role of CSOs within the aid coordination mechanisms such as Cambodia Development Cooperation Forum (CDCF), Government Donors Coordination Committee (GDCC) and TWGs;
- Activity 2.1.3 Introduce funding mechanisms with contribution from DPs to support CSO learning networks, information-sharing and coalition building among CSOs (such as province-level CSO networks, linkages among and between grassroots-level groups and CSOs from higher levels) and organization development;
- Activity 2.1.4 Stimulate horizontal linkages through south-south cooperation.

Deliverable 2.2: Develop approaches to enfranchising and empowering indigenous and marginalized groups through civil society organizations

The UNDP Communication for Empowerment (C4E) for indigenous communities participatory research provided a clear picture of indigenous peoples' media access and consumption trends, and emphasized the importance of "community ownership" of communication systems. Indigenous communities, through consultative forums, expressed a strong desire for media that they could operate themselves. The findings of the C4E study, as well as UNDP's considerable experience with indigenous peoples' issues, will form the basis of support to relevant civil society organizations identified above.

SDP will engage with grassroots civil society organizations that are working to address the rights and empower the marginalized group through a grants scheme and other funding modalities on community media development and civic participation of the indigenous and marginalized groups.

Local decision-makers generally lack awareness of disability issues and relevant legal frameworks on the rights of people with disabilities and the benefit of their participation in political and electoral processes. Key barriers to their political participation include discriminative practices in political institutions and local authorities, poor knowledge among duty bearers of their needs and rights, stereotyped perceptions of their capacities, inaccessible processes and facilities, poor access to (civic) information, lack of assistive devices and facilitating measures, socio-economic gaps (education, income), and lack of encouragement by family and community. SDP will support policies and activities to promote the active political and civic participation of people with disabilities by working with specialized CSOs, Disabled People's Organizations and Self Help Groups.

With a particular focus on assisting the capacity gaps of MSM network, SDP aims at developing the network's institutional capacity and internal governance and empowering to carry out its mandate of advocacy and social mobilization. SDP will promote the increased interaction of the network with other influential civil society organizations so that it can better participate in the policy creation process. SDP will seek to facilitate self assessment of network capacity to carry out its mandate of advocacy, social mobilization, support and services to their constituencies and support the network in developing the organizational structures and management, technical and functional skills and knowledge to manage the networks functions and business.

Activity 2.2.1: Implement recommendations from communication for empowerment assessment to enhance voices and participation of indigenous and marginalized peoples;

Activity 2.2.2: Build on the ownership created among indigenous, marginalized and people with disabilities to further empower them to raise their voice through appropriate communication channels and media platforms;

Activity 2.2.3: Introduce a Civic Participation Grants Scheme Programme for CSOs for enhancing civic participation of indigenous people, people with disabilities and other marginalized groups.

Activity 2.2.4: facilitate self assessment of MSM network capacity to carry out its mandate of advocacy, social mobilization, support and services to their constituencies and support the network in developing the organizational structures and management, technical and functional skills and knowledge to manage the networks functions and business.

Deliverable 2.3: Deliver youth oriented non-formal civic education by establishing media platform, programmes, and community outreach activities

In line with traditional values, the voices of youth are rarely considered or incorporated into development planning. The 2010 UNDP countrywide baseline Knowledge, Attitudes and Practices

(KAP) Study about Youth Civic Participation revealed that most young people lack the kind of basic civic awareness necessary to making demands of elected leaders and for participating in political and decision making processes. It also shows however, that while young people lack the vocabulary and knowledge of the concepts to talk about democratic governance, they do display positive attitudes towards participation and tangible practices of transparency and accountability.

Two important elections are coming up in the next three years, with local Commune Council elections due in mid-2012 and National Assembly Elections in mid-2013. With many young people coming of voting age, these elections will witness the largest number of first time voters since the first Cambodian elections administered under UNTAC in 1993. This provides UNDP with the opportunity to develop a time-bound media campaign for civic and voter education, while simultaneously establishing media platforms to engage youth around a whole range of governance issues that go well beyond voting on Election Day. The media content will be linked to several of UNDP Cambodia's areas of engagement including gender equality, elections, civil society engagement, democratic governance and MDG attainment.

UNDP Cambodia's Youth Multimedia Civic Education Initiative is a Communication for Empowerment initiative aimed at helping young Cambodians to develop the civic knowledge and the skills to better participate in the democratic life of the country. Combining the principles of social mobilization and behavior change communication through a range of coordinated and re-enforcing media channels, the initiative builds a platform for youth to engage creatively and safely in critical local and national debates. The 2010 KAP study will guide the overall design of the media products while also establishing the indicators that will be used to measure its impact. Mid-line and end-line KAP studies will be over the three years conducted to track progress and impact.

Through the use of 'edutainment' programming, this initiative will model different forms of deliberative democracy as well as more formal kinds of political participation. To produce the media programmes UNDP has engaged the BBC World Service Trust, one of the global leaders in multimedia based behavior change communication and with an established presence in Cambodia. The various multimedia elements will be designed to be appealing to youth and mutually reinforcing. The television drama component of the multimedia programmes will be focused on delivering generic civic education in an entertaining way, while modeling positive examples of young people interacting with democratic institutions and processes in the context of their everyday lives. This will include modeling opportunities for young people to interact with Commune Councils – opportunities that are increasingly under Cambodia's decentralization and deconcentration reforms. The discussion programme will draw out key governance issues for conversation between young people and other relevant stakeholders. Radio, online and mobile phone components will reinforce key messages and will provide opportunities for greater interactivity.

A community outreach component will reinforce the messages and content of the civic education media programmes. CSOs with strong youth networks and experience in community outreach will be engaged to ensure that the civic education material developed translate into real conversations and enhanced civic participation in communities.

A Campaign Working Group, comprising representatives of youth partner organizations, relevant government ministries and civil society established and experts, was established in November 2010 to assist UNDP in coordinating youth civic engagement activities and provide advisory support on content.

Activity 2.3.1: Develop and broadcast multimedia youth civic education initiative, and conduct ongoing research to track impact on youth knowledge, attitudes and practices for civic participation;

Activity 2.3.2: Engage youth CSOs to develop and implement community outreach programme (including ongoing parliamentary youth outreach) to build on multi-media youth civic education initiative;

Activity 2.3.3: Coordinate youth campaign working group to support youth civic education activities.

Activity 2.3.4: Conduct mid-line (2012) and end-line (2013/14) Knowledge Attitudes and Practices (KAP) studies to assess the impact of youth civic education interventions

Deliverable 2.4: Support mechanisms for women’s enhanced participation in decision making at the national and sub-national level

Based on the UNDP study on lessons learned in supporting women in political process, the UNDP women participation strategy calls for addressing obstacles that women face at national and sub-national and within political parties with the aim to increase representation, participation in decision making and gender mainstreaming.

SDP will put a strong emphasis on the increased participation of women, including women with disabilities, and will provide targeted support to women candidates for 2012 and 2013 elections, university students and young women leaders. This will be done through engagement with civil society organizations to develop and deliver educational materials to address stereotypes, and women’s civic engagement activities targeting university students. A leadership programme will be developed for young women leaders including south-south cooperation to promote exposure to positive leadership models in the region. Participation mechanisms such as consultative meetings at commune, district and provincial levels will be reviewed to provide a platform for women representatives to effectively participate.

Activity 2.4.1: Engage CSOs to develop and deliver educational material to address gender stereotypes of women’s participation in politics;

Activity 2.4.2: Support CSOs and academic institutions to develop young women’s leadership programme;

Activity 2.4.3: Support CSOs to develop women’s civic engagement programme through promoted debates and awareness raising on politics and democracy among women university students;

Activity 2.4.4: Initiate south-south cooperation and exposure of young women to the positive leadership models in the region.

Deliverable 2.5: Political parties' knowledge and capacities strengthened to engage with and address development issues at national and sub-national levels

A scoping mission undertaken in mid-2009 to determine the feasibility of engaging in support of political party development as well as the entry points and strategy for commencing such support highlighted the following: the interrelation between the hegemony of one party, the polarized political environment and the lack of dialogue among the political parties; the lack of incentives to push for reforms that can improve governance due to the lack of multiparty dialogue; and, the lack of interest political parties exhibited with regards to internal reform. UNDP's engagement with political parties focused on establishing dialogue at the highest levels of the parties' leadership. As a result, political parties have taken initial steps towards gender action plans aimed at their internal structures. In addition, political parties have been able to discuss less fractious issues as complex and sensitive as voter registration. Moreover, UNDP has been able to develop a clearer understanding of the capacity differentials among political parties and how particular party capacities has impact on the effectiveness of party members who are elected officials.

The programme will continue to convene High Level Meetings between political parties and relevant stakeholders such as the NEC, MoI, Ministry of Information and others on key political and MDG related issues; facilitation will include, where appropriate and/or at the request of political parties, support to multi-party Technical Working Groups such as TWG on Voter Registration. Such dialogues provide a valuable space for parties to come together in privacy to speak openly about sensitive issues.

SDP will provide specific support to address entrenched barriers that women face in participating in the elections. UNDP will support the development of political party strategy for women in politics, the establishment and capacity development of women's wings, building capacity and skills of women candidates for the 2012 and 2013 elections and advocating, and working with party decision makers to increase women candidates on the top of party list. SDP will also promote the capacity of existing youth wings to help foster conditions that are conducive both to a greater voice for youth within the parties that will enable young persons to influence policy as well as to encourage the participation of youth within the political process.

In view of the variable capacity of existing political parties to operate at all levels of government, UNDP will work to strengthen their internal ability to develop the capacities of their representatives at the different levels of government. On a pilot basis, the programme will work with the parties to develop training modules and practical manuals to enable them to train their own master trainers.

SDP will support information-sharing and knowledge transfer activities through political party channels and through an online resource centre. The programme will assist political parties in developing mechanisms for engagement and support to commune and district councilors and facilitate sub-national level dialogues within the political parties.

Key partners include political parties, NDI, IRI, relevant CSOs NGOs including Paz y Desarrollo programme and UN Women.

Activity 2.5.1: Support effective high level dialogues, including the facilitation of multi-party working groups around key political and MDG related issues such as parliamentary reform, promotion of women's political participation and participation and representation of indigenous and marginalized people;

Activity 2.5.2: Support political parties to develop strategy to increase women's participation in politics including establishment and strengthening of women's wing for women's empowerment within the parties and vertical integration of the women's wings from commune to national level;

Activity 2.5.3: Support issues-based knowledge transfer through political party channels through encouraging the development of party positions and manifestos on key development issues, mechanisms for issue-based dialogues within parties and online access to legislation and relevant information about democracy and laws;

Activity 2.5.4: Assist political parties in developing training modules and practical manuals to enable the parties to train their own commune and district councilors and facilitate training of a core group of master trainers that will be able provide capacity building and knowledge transfer to local councilors and other sub-national officials; Capacity support in communication/coordination training and development of skills inventory to promote policy development.

Activity 2.5.5: Peer-to-peer knowledge exchange with counterparts from various regions and other forms of South-South cooperation.

Deliverable 2.6.: Providing media platforms for enhancing information flow and public dialogues on issues of concern to citizens and policymakers

Since 2003, UNDP has partnered with TVK to produce nightly TV news coverage of the official campaigns of the National and Commune Council Elections. The term "Equity" defines the spirit and practice of the programme's producers; each political party receives news coverage on the programme based on its percentage of seats in the National Assembly. This programme broke the CPP's monopoly on radio and television campaign coverage, and by virtue of being broadcast at the state television, sent a clear message to all media and political parties that free and fair media is an intrinsic part of a free and fair election.

The weekly current affairs broadcast, Equity Weekly, also a joint UNDP-TVK program, was launched in 2007. The Equity Weekly programme provides citizens, policy makers, CSOs and parliamentarians with a platform to discuss current and emerging issues and ideas. This is citizen journalism; it tackles the real, everyday concerns of Cambodians.

SDP will continue and improve the established television programmes Equity Weekly and Equity News, as independent platforms for public dialogue on issues of good governance, democracy building, and the progress of development, including the pursuit of the Cambodian Millennium

Development Goals. UNDP will seek to harness these opportunities by balancing support between assistance for programs in state media (Equity Weekly and Equity News) and new partnerships with commercial TV networks and the independent media through work on innovative approaches to enhance information flows and public dialogues at local level through radio and digital platforms. UNDP will provide television and radio platforms for citizen engagement with Cambodia's legislators and other key policymakers; at a time when opportunities for debate of key challenges and policies are still limited in the Cambodian parliament, the media offers an alternative space for sharing opinions, concerns, and opens a space for citizens to be heard on the issues that shape their lives, and space for policymakers from all political parties to express their commitment to serve the needs of their electorate.

A new programming concept, MDG-TV, will be introduced as a feature of Equity Weekly on TVK, and will become a stand-alone segment to be rebroadcast on a commercial station to reach a wider demographic. MDG-TV will present a weekly look at the challenges Cambodians face in achieving the Cambodian Millennium Development Goals. With concise features about Cambodians and support agencies acting to reduce poverty, work for women's rights, protect the environment (and other subjects related to rights-based development and MDGs), MDG-TV will explore issues in ways that will invite viewer feedback and participation. All media programmes will pay particular attention to online and citizen journalism as renewed opportunities for diversification of the media landscape particularly for youth.

The Programme will engage Cambodia's vibrant radio sector to produce issue-based dialogues on rights-based development and CMDGs.

Activity 2.6.1.: Produce the Equity Weekly and Equity News television programs, and incorporate an MGD-TV segment into Equity TV that will also be broadcast as a stand-alone program on a popular TV channel, while reviewing and adapting the Equity Weekly and Equity News programmes to become models for in-depth quality reporting with refined indicators and M&E systems including an audience survey;

Activity 2.6.2: Provide grants to develop 3 CMDG radio programs, in partnership with radio services and CSOs, to enable the dissemination of information dialogue on rights-based development and CMDGs.

Deliverable 2.7: Advocacy and policy/legal support provided for development of improved national enabling framework for access to information

On the basis of an assessment of existing information disclosure and public information initiatives, SDP will support RGC with a strategy for communication and information supply and feedback mechanisms. In order to nurture the culture of information sharing, SDP will support selected government and state institutions in their public information strategies as well as disclosure of plan and budgets of local level line departments (e.g. health centres).

In 2010, UNDP assisted the Freedom of Information (Fol) Working Group, a coalition of Cambodian CSOs, to advocate for advancing the Access to Information (A2I) Policy Framework drafted by members of MONASRI in 2007, thus helping Cambodia to become the fifth South East Asian nation to adopt A2I legislation. In March 2011, the Fol Working Group's efforts did prompt MONASRI to declare its intentions to move the Policy Framework forward to become the basis for Access to Information legislation.

SDP will support a three to five year strategy to support the Working Group, MONASRI, and other key stakeholders, to bring the current A2I policy framework through the legislative process by arranging a series of consultations with all key stakeholders. As a starting point, it is suggested to study how this type of legislation came to be in other countries in this region, with a particular focus on the nation that has most recently passed such legislation – Indonesia. This would include comparative study tours through which Cambodian delegates will examine the first test cases of the Indonesian legislation, which should help to allay any fears among the Cambodian lawmakers about the ramifications of releasing government documents to the public. Key legislators, media lawyers and advocates from Indonesia will visit Cambodia to share experiences and advise on the drafting of the law.

- Activity 2.7.1: In close collaboration with UNOHCHR and UNESCO, support the Freedom of Information (Fol) working group and MoNASRI with a consultation and drafting process around an A2I law based on the existing A2I policy framework, launched through a national conference cosponsored by MONASRI and the A2I working group to revisit the Framework and discuss a timeline for taking A2I legislation to the next phases of refinement;
- Activity 2.7.2: Conduct one comparative study tour to Indonesia for A2I Working Group and one comparative study tour to Indonesia for MONASRI and other government, political party officials to share experiences and advise on the drafting of A2I legislation;
- Activity 2.7.3: Assess capacity and provide support to work with national institutions (NCDD, National League of Communes/Sangkats, National Parliament and relevant line ministries) to strengthen their public information capacity and disclosure of information;
- Activity 2.7.4: Conduct regional Road Shows on the importance of A2I and periodic issue-based seminars (environment, health, NRM, etc.) gathering key stakeholders in each discipline to learn about how A2I will enhance their work towards the CMDGs.
- Activity 2.7.5: Explore possible linkages with MOI public information activities at national, provincial and district level as well as ADB's programme on supporting rural information centers under MOI and MAFF.

IV. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:

Outcome 3: Effective mechanisms for dialogue, representation and participation in democratic decision- making established and strengthened

Intended Outcome (extracted from the CPAP RRF):

	Baseline	Target	Source
Indicator 1: percentage of women elected as commune councilors report	14.6% (2010)	25% (2015)	CMDG/NSDP
Indicator 2: % of citizens concerns recorded during public forum that are addressed report	none (2010)	30% (2015)	UNDP/ Project
Indicator 3: % of sub-national councils disclose public information of their expenditures by elected bodies at national and sub-national level	none (2010)	30% (2015)	IP3/NCDD report
Indicator 4: MDG Committee established in the Parliament report	no (2010)	yes (2015)	UNDP/Project

Applicable Key Result Area (from 2008-11 Strategic Plan): *Strengthening accountable and responsive governance institutions*

Partnership Strategy: the Programme will partner with other stakeholders to implement programme activities including participation and accountability, political party dialogue, youth non-formal civic education, communication for empowerment for indigenous and marginalized group and women leadership and civic education programme etc (UNICEF, UNCDF, UN Women, WB, SIDA, EU, NDI, IRI, AP Regional Centre etc.)

Project title and ID (ATLAS Award ID): **Strengthening Democracy Programme**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	KEY DELIVERABLES	RESPONSIBLE PARTIES	Total Budget: USD 15,996,000 Total output 1: USD 3,380,000 Total output 2: USD 12,586,000
Output 1: Increased interaction and accountability of elected bodies and authorities to citizens through strengthened democratic processes and	2011 1. Research on best practices and lesson learn of both supply and demand side of local participation and access to	Deliverable 1.1: Increased parliament's engagement with constituency, CSOs and Media ACTION 1. Facilitate interaction between parliamentarians, commune councils	Parliament, Mol, NEC, National League for Commune Councils, Local Government Associations, CSOs	Total output 1: USD 3,380,000 • Total Deliverable 1.1: USD 600,000 - Convening of network and dialogues/

<p>practices at national and sub-national levels</p> <p>Indicators:</p> <ol style="list-style-type: none"> N. of MDG-Centered forums between members of Parliament, government and civil society to support MDG acceleration agenda (2010: 0; 2015: 10) N. of annual district-level forums of elected councilors, local administrations, central to incorporate local MDG priorities (2010: 0; 2015: 50 districts) Law on national identity drafted (2010: no ; 2015: yes) No of Parliament-led youth outreach programmes (2010: 0 ; 2015: 2) 	<p>information at district and commune level</p> <p>2012</p> <ol style="list-style-type: none"> A network of CSOs working to strengthen the interface between council-citizen established Legal framework for formulation of National identity law developed <p>2013</p> <ol style="list-style-type: none"> Department of Gender Affairs and Women's Development Department of Senate fully functioned Grievance mechanism for public services developed Framework for the creation of national Civil Registry established Donor coordination and mid-level meetings on voter registration and electoral process conducted regularly <p>2014</p> <ol style="list-style-type: none"> Law on national identity drafted Exchange visit and knowledge sharing event to support south-south cooperation carried out <p>2012-2015</p>	<p>and citizens to address MDGs (3, 4 & 5);</p> <ol style="list-style-type: none"> Support Parliament in reaching out to youth and media Enhance the capacity of Senate's Gender Affairs and Women's Development Department; Support parliamentarians for south-south cooperation with other parliaments. <p>Deliverable 1.2: Institutional mechanism for public dialogue, representation and accountability strengthened at sub-national level</p> <p>ACTION</p> <ol style="list-style-type: none"> Convene a network of organizations working on strengthening council-citizen interfaces and work with the selected CSOs to enhance civic engagement, dialog mechanisms and social accountability; Evaluate existing practices and institutional mechanisms for integration; Develop strategy for national roll-out with NLC/S and LGAs and national level CSOs to improve mechanisms for public interaction and A2i; Support, pilot and assess citizens' evaluation of services; Conduct assessment of existing grievance mechanisms for local administrative services; Develop, pilot and assess citizen direct feedback mechanisms; Provide technical support for replication and up-scaling by national institutions <p>Deliverable 1.3: Electoral systems and processed strengthened to ensure enfranchisement of citizens</p>	<p>meetings: USD 400,000</p> <p>Technical support (experts): USD 200,000</p> <p>• Total Deliverable 1.2.: USD 750,000</p> <p>- Assessments: USD 50,000</p> <p>- Public hearings: 200,000</p> <p>- Short term consultancies: 200,000</p> <p>- Field visits and travel: USD 100,000</p> <p>- Workshops/forums: USD 100,000</p> <p>- Equipment: USD 50,000</p> <p>- Capacity development/training: USD 50,000</p> <p>• Total Deliverable 1.3: USD 300,000</p> <p>• Technical and programme support staff: USD 1,480,000 (Democracy and Local Governance Officer, National Dialogue Officer, 50% CTA, 50% National Programme Manager, 50% Support Team)</p> <p>• Total Operational costs: USD 250,000</p>
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	<p>1. Citizen feedback mechanisms of local public administration services designed and piloted by sub-national councils</p> <p>2013-2015</p> <ol style="list-style-type: none"> 1. A strategy to improve access to citizen information, participation and accountability mechanisms for commune and district councils developed implemented and rolled out to 50 communes <p>2011-2015</p> <ol style="list-style-type: none"> 1. 10 annual forum/dialogues between parliamentarians, commune councils and citizens on issues of MDGs 3, 4 & 5 conducted 2. 2 parliament-led youth outreach programmes implemented 3. Annual district-level forums between elected councilors, local administrations, central government and civil society held in at least 50 districts 	<p>ACTION</p> <ol style="list-style-type: none"> 1. Provide technical support to the Working Group on Voter Registration to strengthen electoral processes associated with voter registration 2. Provide technical support to the Mol on creation of Cambodian Central Civil Registry 3. Coordination of regular donor meetings and mid-level meetings between political parties and key institutions to address long-term electoral reforms 4. Supporting south-south cooperation within the region and beyond through exchange visits and knowledge sharing among high level political party members 		
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<p>Output 2: Strengthened civil society, media and political parties as conduits for citizen's participation in democratic processes and decision making.</p> <p>Indicators:</p> <ol style="list-style-type: none"> No. of coordinated inputs by CSOs to the drafting of Access to Information Law (2010: 0, 2015:4) No. of media outlets that enable dissemination of information and dialogues on rights-based development and CMDGs (2010: 1, 2015: 4) No. of political parties that adopt strategy to increase women's elected candidates for the commune councils and national elections (2010: 0, 2015: 5) No. of youth non-formal civic education campaigns to increase youth awareness and participation and prepare young voters for the upcoming elections (2010: 0, 2015: 4) 	<p>2011</p> <ol style="list-style-type: none"> Capacity need assessment carried out and capacity development strategy developed for CSOs <p>2012</p> <ol style="list-style-type: none"> Platform for participation and empowerment of indigenous people and marginalized groups established 2 civic participation grant scheme developed and provided to select CSOs to implement recommendations from C4E for IP Educational material to address gender stereotypes of women's participation in politics developed and delivered 2 study tours organized to Indonesia for AZI working group and MoNASRI <p>2011-2013</p> <ol style="list-style-type: none"> Training materials designed and delivered to CSOs in the field of public policy, research and advocacy Youth multimedia civic education campaign organized to reach out to 3 million young voters for 2012 and 2013 elections Youth Campaign Working Group established to foster youth civic education activities 	<p>Deliverable 2.1. Empowered CSOs working in the area of democratic governance through building of their capacities and enhancing their role in democratic space</p> <p>ACTION</p> <ol style="list-style-type: none"> Develop and deliver innovative and log-term demand driven capacity development initiative for CSOs; Reinforce the role of the CSOs within the aid coordination; Introduce funding mechanism with contribution from DPs to support CSOs learning networks, information sharing and coalition building among CSOs and organization development; Stimulate horizontal linkages through south-south cooperation <p>Deliverable 2.2: Develop approaches to enfranchising and empowering indigenous peoples through civil society organizations</p> <p>ACTION</p> <ol style="list-style-type: none"> Implement recommendations from C4E to enhance IP access to information and participation in decision making processes Empower IPs to raise their voice through appropriate communication channels and media platforms Introduce a Civic Participation Grants Scheme for CSOs to enhance civic participation of indigenous peoples facilitate self assessment of MSM network capacity and support the network in developing its internal governance and capacity <p>Deliverable 2.3: Deliver youth oriented non-formal civic education by establishing media platforms,</p>	<p>CCC, ForumSyd, DPs, CSOs, MSM network</p> <p>UNDP and BBC World Service Trust</p>	<p>Total output 2: USD 12,586,000</p> <ul style="list-style-type: none"> Total Deliverable 2.1: USD 500,000 <ul style="list-style-type: none"> Assessment and programme design (SSAs): USD 50,000 Technical support: USD 45,0,000 Total Deliverables 2.2: USD 800,000 <ul style="list-style-type: none"> Development of communication platform: USD 100,000 Small Grants scheme: USD 700,000
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<p>4. Up to 50% of women potential candidates for 2012 and 2013 received capacity building trainings</p> <p>2012-2013</p> <ol style="list-style-type: none"> 2 women civic engagement programmes developed and implemented by selected CSOs CSO grant scheme with contributions from other DPs developed and implemented <p>2013-2015</p> <ol style="list-style-type: none"> Young women leadership programme developed and implemented by up to 3 academic institutions Up to 30% of CSOs members of FOI working group coordinated inputs to the drafting of A21 draft law <p>2011-2015</p> <ol style="list-style-type: none"> Internal capacity of CSOs developed to reach higher standard of certification, At least 3 coalition networks (including MSM network) are established and supported Political Parties Working Group are able to organize regular high level workshop on key political and MDG related issues At least 5 political parties establish capacity development programmes to local 	<p>programmes, and community outreach activities</p> <p>ACTION</p> <ol style="list-style-type: none"> Develop and broadcast multimedia youth civic education initiative Engage CSOs to develop and implement community outreach programme Coordinate Youth Campaign Working Group to support youth civic education activities. Conduct mid-line (2012) and end-line (2013/14) Knowledge Attitudes and Practices (KAP) studies <p>Deliverable 2.4: Support mechanisms for women's enhanced participation in decision making at the national and sub-national levels</p> <p>ACTION</p> <ol style="list-style-type: none"> Engage CSOs to develop and deliver educational material to address gender stereotypes of women's participation in politics Support CSOs and academic institutions to develop young women's leadership programme Develop women's civic engagement programme among women university students and workforce levels; Initiate south-south cooperation and exposure of young women to the positive leadership models <p>Deliverable 2.5: Political parties' knowledge and capacities strengthened to engage with and address development issues at national and sub-national levels</p> <p>ACTION</p>	<p>CSOs, IRI, UN Women</p> <p>NEC, Mol, political parties</p>	<ul style="list-style-type: none"> • Total Deliverable 2.3 USD 2,601,000 - Contract BBC: USD 2,361,000 - Community Outreach Programme: USD 200,000 - Mid-line and end-line KAP studies: USD 40,000 <ul style="list-style-type: none"> • Total Deliverable 2.4: USD 1,800,000 - Educational materials: USD 100,000 - Women's leadership programmes: USD 1,000,000 - Civic education programme for women: USD 600,000 - South-south cooperation: USD 100,000 <ul style="list-style-type: none"> • Total Deliverable 2.5: USD 1,000,000 - Facilitation (Political party dialogues (nat level): USD 900,000 - Tech Support: USD 100,000
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	<p>councillors and other sub-national officials.</p> <ol style="list-style-type: none"> 5. Up to 5 Political Parties develop and implement strategy to increase women's participation in politics 6. Up to 5 political parties establish and support youth wing 7. Four media outlets (1 weekly TV programme and three radio outlets) enable dissemination of information and dialogue on right-based development and CMDGs 8. Equity news aired during the elections 9. Regional road shows linking access to information to the achievement of MDGs carried out in 24 provinces 	<ol style="list-style-type: none"> 1. Support effective high level dialogues including of multi-party working groups around key political and MDG related issues; 2. Support political parties to develop strategy to increase women's participation in politics including establishment and strengthening of women's wing 3. Support issues-based knowledge transfer through political party channels 4. Assist political parties in developing training modules and practical manuals to enable the parties to train their own commune and district councillors. 5. Peer-to-peer knowledge exchange with counterparts from various regions and other forms of South-South cooperation. <p>Deliverable 2.6: Providing media platform for enhancing information flow and public dialogs on issues of concern to citizens and policymakers</p> <p>ACTION</p> <ol style="list-style-type: none"> 1. Produce and improve Equity Weekly and Equity news television programs, and incorporate and MDG-TV segment into Equity 2. Provide grants to develop 3 CMDG radio programs in partnership with Radio services and CSOs, to enable the dissemination of information dialogue on right-based development and CMDG. <p>Deliverable 2.7: Advocacy and policy/legal support provided for development of improved national enabling framework for access to information</p>	<p>OXFAM America, Private and Public media</p>	<p>• Total Deliverable 2.6: USD 1,500,000</p> <ul style="list-style-type: none"> - EW and MDG TV: USD 1,300,000 - Radio programmes: USD 200,000 	<p>• Total Deliverable 2.7: USD 350,000</p> <ul style="list-style-type: none"> - Policy dialogues: USD 300,000 - Tech support (nat/int): USD 50,000
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		<p>ACTION</p> <ol style="list-style-type: none"> 1. Support the FOI working group and MoNASRI with a consultation and drafting process around an A2I law; 2. Conduct 2 comparative study tours to Indonesia for A2I working group and MoNASRI and other government, political party officials to share and advise on drafting of A2I legislation; 3. Assess capacity and provide support to work with national institutions to strengthen their public information capacity 4. Conduct Road Shows on the importance of A2I and periodic issue-based seminars for key stakeholders; 5. Explore possible linkages with MoI public information activities at national, provincial and district level 	<p>Media organizations, universities, CSOs, Ministry of Information, TVK, Journalists, media trainers</p>	<ul style="list-style-type: none"> • Technical and programme support staff: USD 4,035,000 (Youth Advocacy Officer, Gender mainstreaming officer, Access to information officer, Political parties officer, CSO empowerment officer, Chief Editor, National Production Manager, National Assistant to TV Production Manager, Script Interpreter, Web designer, Admin Assistant, Driver, 50% CTA, 50% National Programme Manager, 50% Project Support Team)
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I. MANAGEMENT ARRANGEMENTS

In view of diverse range of partners engaging in the program, SDP will be implemented by UNDP through the Direct Implementation Modality (DIM).

As Implementing Partner, UNDP will be responsible and accountable for managing the programme, achieving programme outputs, and for the effective use of resources. UNDP will enter into partnerships/agreements with other organizations or entities as necessary to assist in successfully delivering programme outputs for the implementation of the various components. Such arrangements are designed both to achieve results and build national capacities.

The overall oversight and direction of the programme will be provided by the Programme Board (PB).

The Programme Board (PB) contains three main roles:

- **The Executive:** UNDP as chair of the Board and will provide particular technical guidance to the programme implementation.
- **Senior supplier:** representing the interest of the parties concerned which provide funding (donors, UNDP) and technical expertise (UNDP) to the programme. Their primary function is to provide guidance regarding the technical feasibility of the programme.
- **Senior beneficiary:** comprising the representatives from Ministry of Interior, Ministry of Information, National Election Committee and key Civil Society Organizations. The Senior Beneficiary's primary function is to ensure realization of programme results from the perspective of project beneficiaries.

The PB is responsible for making management decisions for the programme when guidance is required by the National Programme Manager in particular for approval of project workplan and budget and revisions. The PB will build consensus around the programme's strategies and planned results, review the Annual Report and monitor progress of implementation and budget management, assess the continued relevance of the programme within the overall context of national reforms and ensure synergy between the key outputs during the implementation, and provide advice when substantive changes are needed in the programme's planned results, strategies or implementation arrangements. In case a consensus cannot be reached within the PB, final decision shall rest with the UNDP Country Office. The PB plays a critical role in UNDP commissioned project evaluations by quality assuring the evaluation process and products, and using evaluations for performance improvement, accountability and learning.

The PB decisions are made in accordance to standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective competition. Programme reviews by the PB will be made every six months during the running of the program. Ad hoc meetings are called by UNDP as Implementing Partner at its own initiative or upon the request of any members of the PB.

The PB is consulted by the Programme Team for decisions when the National Programme Manager's tolerance (exceeding 10% variation of budget, or two-month delay in activity delivery) has been exceeded.

Annual and quarterly reports, work plans and budgets will be prepared and presented by the National Programme Manager to the PB for review and approval. Based on the approved annual work plan, the PB may review and approve the annual plans when required and authorizes any major deviation from these agreed plans.

The PB signs off the completion of each plan as well as authorized the start of the next plan. It ensures that resources are committed and arbitrates on any conflicts within the programme or negotiates a solution any problem between the programme and external bodies.

Programme assurance is the Board's responsibility which has been delegated to UNDP. The UNDP Country Office will undertake the assurance roles and support the Programme Board by carrying out objective and independent programme oversight and monitoring functions. A UNDP Programme Analyst under the Governance Cluster holds the Programme Assurance role for this SDP. This role will ensure that:

1. Appropriate programme management milestones are managed and completed.
2. Risks are controlled.
3. Tolerances are not exceeded.
4. Applicable UNDP rules and regulations are observed.
5. Adherence is maintained to UNDP Results Management Guide (RMG) monitoring and reporting requirements and standards.
6. Quality management procedures are properly followed.
7. The Programme Board's decisions are followed and revisions are managed in line with the required procedures.

The complexity of the programme activities necessitate a highly competent core Programme Team which will report to UNDP Programme Assurances and be accountable to UNDP for the manner in which they discharge the assigned functions. The core Programme Team will consist of National Programme Manager, International Chief Technical Advisor, a part time Operation and Management Advisor, an M&E Officer, an Administrative Assistant, a Finance Assistant and a Driver.

The **National Programme Manager (NPM)** will be responsible for day-to-day management and decision making for the programme. S/he will also be responsible for planning, budgeting and managing programme activities; facilitating support services from the UNDP country office; training and mentoring national staff; oversight, guidance and insuring technical quality of short-term consultants; to prepare and provide the mandatory reports on project progress and achievements, and financial management; and for early flagging of events and changes in the environment which can affect programme implementation and delivery and for providing suggestions for problem solving. In addition, the NPM is expected to facilitate coordination with other relevant projects and donors. The NPM will report to the UNDP Team Leader of Governance Cluster with close consultation with UNDP Programme Analyst.

The **Chief Technical Advisor (CTA)** will be responsible for overall provision of substantial guidance and leadership of the programme including provision of thematic input to the programme activities and programme team. The CTA will ensure programmatic synergies and effective linkages between component activities; lead the overall resource mobilization efforts and establishment of constructive relationships with the UNDP CO, programme partners, and CSOs. The CTA will also act as a UNDP focal

point and liaison with development partners, national counterparts and will ensure close coordination with the key stakeholders, UN agencies and development partners on all aspects of SDP implementation. The CTA will also contribute with necessary inputs to the overall Programme Annual Work Plans, work closely and advise the international and national professional consultants and draft analysis and research on the democratic issues in the country and preparation of technical and strategic position papers, presentations, advisory and briefing notes. The CTA will report to the Deputy Country Director Programme with close consultation with Team Leader and Programme Analyst of Governance Cluster and work under the guidance and coordination of the National Programme Manager.

The **Operation and Management Advisor** will be responsible to assist the SDP team and the National Programme Manager in effective implementation of programme activities including all aspects of contracting with CSOs, grants, and procurement of services. The Operation and Management Advisor will assist with the development and monitoring of work plans, budgets and indicators for result based management. The Operations Advisor will transfer of know-how to the programme team and to the National Programme Manager on operational and financial issues related to the management of the programme. The Operation and Management Advisor will report to the National Programme Manager.

A **Chief Editor** will lead the production of Equity Weekly and Equity News, working closely with a **National Production Manager** and the staff of the national TV station. The Chief Editor will also work with a National Access to Information Officer to manage the activities related to forwarding the develop of Access to Information legislation, under the overall guidance of the International Chief Technical Advisor and direct supervision of the Programme Manager.

An **M&E officer/consultant (s)**, international and national, will be recruited as needed to work under the overall guidance of the International Chief Technical Advisor and direct supervision of the National Programme Manager. The M&E officer/consultant(s) will provide direct support to monitor and evaluate the SDP progress against its intended outputs and targets, build capacity and provide technical support to the programme staff to strengthen the programme's M&E plans and reporting systems and assist the SDP to focus and report on thematic and priority areas in accordance with the UNDP policies and procedures. S/he will report to the National Programme Manager.

The **Admin Assistant** will provide project administration and management support as required by the needs of the programme or National Programme Manager, as well as provide support with recruitment, procurement and other administrative services. The **Financial Assistant** will provide implementation support services in the area of financial management, including maintenance of the programme's financial accounts and generation of financial reports in the Atlas financial management system. Both will report to the National Programme Manager.

The Professional Programme Personnel will consist of a democracy and local governance officer, a national parliament dialogue officer, a political party liaison officer, a gender mainstreaming officer, an access to information officer, a youth advocacy officer, a CSO empowerment officer and programme support team to the media outlets programme. Short-term or long term national and international consultants/experts will also be recruited to operationalize specific programme activities. While the

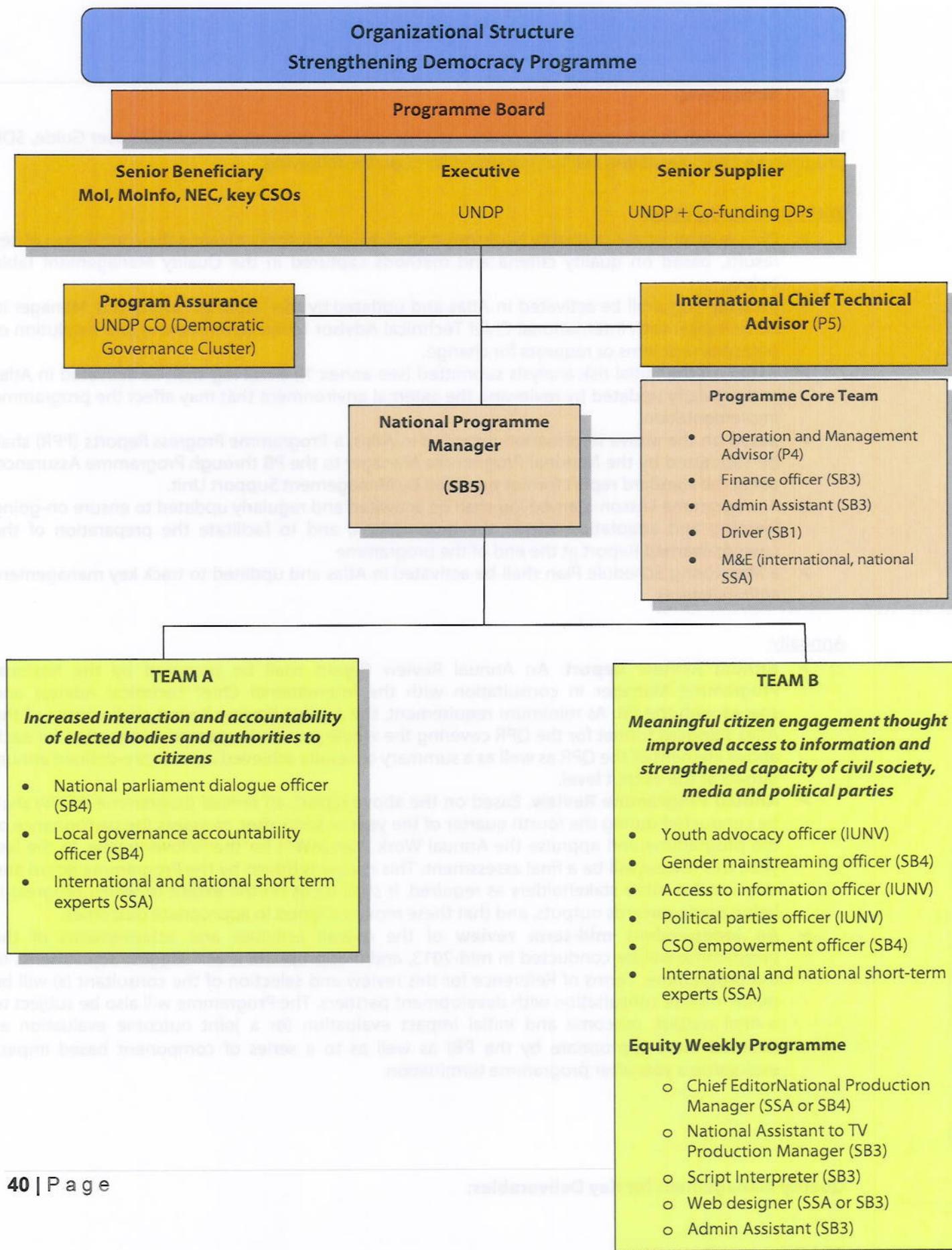
International Chief Technical Advisor will report to Deputy Country Director Programme and Team Leader of Governance Cluster, other professional personnel, both long term and short term, will report to the National Programme Manager.

The detailed TORs of the both short-term and long-term professional officers will be developed by the National Programme Manager and Operation and Management Advisors during the first year of implementation.

An evaluation will be scheduled at the mid-point or during the third year, at the discretion of the Programme Board (PB), to review project implementation and the requirement for further support to democracy portfolio beyond 2015. UNDP's evaluation of Outcome 3 as part of its CPAP monitoring and evaluation framework will also review progress in programme implementation and performance.

The size and functions of the programme support team will be reviewed by the Programme Board (PB) on an annual basis. The services of other short-term experts (national and international) will be retained as required based on the agreed workplan 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 specialized.

UNDP, as part of its assurance function, is responsible for arranging the annual external audit of this project, including interim audits or spot check in between. The terms of reference for such audits shall follow UNDP requirements. Findings are referred to the project team for response and appropriate remedial actions.



II. MONITORING

In accordance with the programming policies and procedures outlined in the UNDP User Guide, SDP programme implementation will be monitored through the following:

Within the annual cycle:

- On a quarterly basis, 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.
- An Issue Log shall be activated in Atlas and updated by the National Programme Manager in consultation with International Chief Technical Advisor to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the programme implementation.
- Based on the above information recorded in Atlas, a Programme Progress Reports (PPR) shall be submitted by the National Programme Manager to the PB through Programme Assurance, using the standard report format provided by Management Support Unit.
- A programme Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the programme
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Annually:

- **Annual Review Report.** An Annual Review Report shall be prepared by the National Programme Manager in consultation with the International Chief Technical Advisor and shared with the PB. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Programme Review.** Based on the above report, 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.
- **An independent mid-term review** of the overall activities and achievements of the programme will be conducted in mid-2013, and if appropriate it will suggest adjustments to the programme. Terms of Reference for this review and selection of the consultant (s) will be made in close consultation with development partners. The Programme will also be subject to a final output, outcome and initial impact evaluation (or a joint outcome evaluation as deemed most appropriate by the PB) as well as to a series of component based impact evaluation a year after programme termination.

Quality Management for Key Deliverables:

OUTPUT 1: Increased interaction and accountability of elected bodies and authorities to citizens through strengthened democratic processes and practices at national and sub-national levels		
Key Deliverable 1 (Atlas Activity ID)	Increased parliament's engagement with constituency, CSOs and Media	Start Date: 2011 End Date: 2015
Purpose	<i>The national parliaments are better able to interact with their constituencies, CSOs and media on MDG related issues.</i>	
Description	<ol style="list-style-type: none"> 1. Facilitate interaction between parliamentarians, commune councils and citizens to address MDGs (3, 4 & 5); 2. Support Parliament in reaching out to youth and media 3. Enhance the capacity of Senate's Gender Affairs and Women's Development Department; 4. Support parliamentarians for south-south cooperation with other parliaments 	
Quality Criteria	Quality Method	Date of Assessment
Indicator 1: No of MDG-centered forums annually to support MDG acceleration agenda	SDP annual report	Annually (December)
Indicator 2: No. of parliament-led youth outreach programmes implemented	SDP annual report	Annually (December)
Indicator 3: No. of staff of Department of Gender Affairs and Women's Development Department of Senate received gender sensitive trainings	Senate and SDP annual reports	2013
Key Deliverable 2 (Atlas Activity ID)	Institutional mechanism for public dialogue, representation and accountability strengthened at sub-national level	Start Date: 2011 End Date: 2015
Purpose	<i>Strengthen the accountability mechanism for citizen feedback at sub-national levels</i>	
Description	<ol style="list-style-type: none"> 1. working on strengthening council-citizen interfaces and work with the selected CSOs to enhance civic engagement, dialog mechanisms and social accountability; 2. Evaluate existing practices and institutional mechanisms for integration; 3. Develop strategy for national roll-out with NLC/S and LGAs and national level CSOs to improve mechanisms for public interaction and A2I; 4. Support, pilot and assess citizens' evaluation of services; 5. Conduct assessment of existing grievance mechanisms for local administrative services; 6. Develop, pilot and assess citizen direct feedback mechanisms; 7. Provide technical support for replication and up-scaling by national institutions 	
Quality Criteria	Quality Method	Date of Assessment
Indicator 1: A network of CSOs working to strengthen the interface between council-citizen	SDP annual report	2012
Indicator 2: Research report on best practices and lesson learn of both supply and	SDP annual report and LGA annual report	2011

demand side of local participation and access to information at district and commune level		
Indicator 3: A strategy to improve access to information, citizen participation and accountability mechanisms for commune and district councils	SDP annual report/NCDD annual report	December (2013-2015)
Indicator 4: Citizen feedback mechanisms of local public administration services		December (2013-2015)
Indicator 5: Grievance mechanism for public services		2013
Key Deliverable 3 (Atlas Activity ID)	Electoral systems and processes strengthened to ensure enfranchisement of citizens	Start Date: 2011 End Date: 2015
Purpose	<i>Strengthen electoral systems and processes for enfranchisement of citizens</i>	
Description	<ol style="list-style-type: none"> 1. Provide technical support to the Working Group on Voter Registration to strengthen electoral processes associated with voter registration 2. Provide technical support to the Mol on creation of Cambodian Central Civil Registry 3. Coordination of regular donor meetings and mid-level meetings between political parties and key stakeholders to address electoral issues and processes 4. Supporting south-south cooperation within the region and beyond through exchange visits and knowledge sharing among high level political party members 	
Quality Criteria	Quality Method	Date of Assessment
Indicator 1: Draft national identity law	SDP annual report/ Mol annual report	2012
Indicator 2: No. of donor coordination and mid-level meetings between political parties and NEC to address electoral reform	SDP annual report	December (Annually)
OUTPUT 2: Strengthened capacity of civil society, media and political parties as conduits for citizen's participation in democratic processes and decision making		
Key Deliverable 1 (Atlas Activity ID)	Empowered CSOs working in the area of democratic governance through building of their capacities and enhancing their role in democratic space	Start Date: 2011 End Date: 2015
Purpose	<i>Build capacity of CSOs working in the area of democratic governance and enhancing their role in democratic space</i>	
Description	<ol style="list-style-type: none"> 1. Develop and deliver innovative and long-term demand driven capacity development initiative by incorporating long term perspective, action-learning and peer-to-peer exchange of experience 2. Reinforce the role of the CSOs within the aid coordination mechanisms such as Cambodia Development Cooperation Forum (CDCF), Government Donors Coordination Committee and TWGs; 3. Introduce funding mechanism with contribution from DPs to support CSOs learning networks, information sharing and coalition building among and organization development; 	

4. Stimulate horizontal linkages through south-south cooperation		
Quality Criteria	Quality Method	Date of Assessment
Indicator 1: Capacity development needs assessment and capacity development programme for CSOs	SDP annual reports	2012
Indicator 2: training materials for the CSOs in the field of public policy, research and analysis		2012 and 2013
Indicator 3: No. of grants scheme from DPs to support CSOs		December (2013-2015)
Key Deliverable 2 (Atlas Activity ID)	Develop approaches to enfranchising and empowering indigenous peoples through civil society organizations	Start Date: 2012 End Date: 2013
Purpose	<i>Empower the enfranchisement of indigenous peoples</i>	
Description	<ol style="list-style-type: none"> 1. Implement recommendations from communication for empowerment baseline assessment to enhance their access to information and participation in decision making processes 2. Build on the ownership created among IP groups to further empower them to raise their voice through appropriate communication channels and media platforms 3. Introduce a Civic Participation Grants Scheme Programme for CSOs for enhancing civic participation of indigenous peoples 4. Facilitate self assessment of MSM network capacity and support the network in developing its internal governance and capacity 	
Quality Criteria	Quality Method	Date of Assessment
Indicator 1: Communication channel and media platform allowing indigenous people	SDP annual report	2013
Indicator 2: No. of grant scheme to CSOs to implement recommendation from C4E to enhance participation and empower IP	SDP annual report	December (2012-2013)
Key Deliverable 3 (Atlas Activity ID)	Deliver youth oriented non-formal civic education	Start Date: 2011 End Date: 2013
Purpose	<i>Develop capacity and enfranchisement of young people and young voters on civic education and democratic processes.</i>	
Description	<ol style="list-style-type: none"> 1. Develop and broadcast multimedia youth civic education initiative 2. Engage CSOs to develop and implement community outreach programme to build on multimedia youth civic education initiative 3. Coordinate Youth Campaign Working Group to support youth civic education activities. 4. Conduct mid-line and end-line Knowledge Attitudes and Practices (KAP) studies to assess the impact of youth civic education interventions 	
Quality Criteria	Quality Method	Date of Assessment

Indicator 1: No. of young voters reached through the youth multimedia civic education		December (2013)
Indicator 2: Mid-line and end-line KAP study to assess the impact of youth civic education initiative		2012 and 2013
Key Deliverable 4 (Atlas Activity ID)	Support mechanisms for women’s enhanced participation in decision making at the national and sub-national levels	Start Date: 2012 End Date: 2015
Purpose	<i>Enhance capacity of women to participate in democratic process and in decision making at both national and sub-national levels</i>	
Description	<ol style="list-style-type: none"> 1. Engage CSOs to develop and deliver educational material to address gender stereotypes of women’s participation in politics 2. Support CSOs and academic institutions to develop young women’s leadership programme 3. Support CSOs to develop women’s civic engagement programme through promoted debates and awareness raisings on politics and democracy among women university students and workforce levels; 4. Initiate south-south cooperation and exposure of young women to the positive leadership models in the region. 	
Quality Criteria	Quality Method	Date of Assessment
Indicator 1: No. of young women leadership programme developed by NGOs or academic institution (2013-2015)	SDP annual report	December (2013-2015)
Indicator 2: Educational material to address gender stereotypes of women’s participation in politics		December (2013)
Indicator 3: No. of women civic engagement programmes implemented by CSOs		2012 and 2013
Key Deliverable 5 (Atlas Activity ID)	Political parties’ knowledge and capacities strengthened to engage with and address development issues at national and sub-national levels	Start Date: 2011 End Date: 2015
Purpose	<i>Strengthen capacity of key political parties to enable them to improve its internal capacity and address development issues at national and sub-national levels</i>	
Description	<ol style="list-style-type: none"> 1. Support effective high level dialogues, including the facilitation of multi-party working groups around key political and MDG related issues; 2. Support political parties to develop strategy to increase women’s participation in politics including establishment and strengthening of women’s wing 3. Support issues-based knowledge transfer through political party channels through encouraging the development of party positions and manifesto on key development issues, mechanisms for issue-based dialogues within parties and online access to legislation and relevant information about democracy and laws 4. Assist political parties in developing training modules and practical manuals to enable the parties to train their own commune and district councilors and facilitate training of a core group of master trainers that will be able provide capacity building and knowledge transfer 	

	to local councilors and other sub-national officials; Capacity support in communication/coordination training and development of skills inventory to promote policy development.		
	5. Peer-to-peer knowledge exchange with counterparts from various regions and other forms of South-South cooperation.		
Quality Criteria	Quality Method	Date of Assessment	
Indicator 1: No. of high level meetings of Political Parties Working Group on key political and MDG related issues	SDP annual report	December (Annually)	
Indicator 2: No. of political parties which established programmes to provide capacity building and knowledge transfer to local councilors and other sub-national officials.		December (Annually)	
Indicator 3: No. of Political Parties which are able to develop and implement strategy to increase women's participation in politics		December (2011-2013)	
Indicator 4: Percentage of women potential candidates for 2012 and 2013 received capacity building trainings on specific topics		2012 and 2013	
Key Deliverable 6 (Atlas Activity ID)	Providing media platform for enhancing information flow and public dialogs on issues of concern to citizens and policymakers	Start Date: 2011 End Date: 2015	
Purpose	<i>Increase the media platform for enhancing access to information flow and public dialogs to citizens and policy makers</i>		
Description	<ol style="list-style-type: none"> 1. Produce Equity Weekly and Equity news television programs, and incorporate and MDG-TV segment into Equity TV that will also be broadcasted as a stand-alone program on a popular TV channel, while reviewing and adapting the Equity Weekly and Equity News programmes to become models for in-depth quality reporting with refined indicators and M&E systems including and audience survey 2. Provide grants to develop 3 CMDG radio programs in partnership with Radio services and CSOs, to enable the dissemination of information dialogue on right-based development and CMDG 		
Quality Criteria	Quality Method	Date of Assessment	
Indicator 1: No. of media outlets which enables dissemination of information and dialogue on right-based development and CMDGs	SDP annual report	December (Annually)	
Indicator 2: Equity news aired during the elections to allow access to media for all political parties		2012 and 2013	
Key Deliverable 7 (Atlas Activity ID)	Advocacy and policy/legal support provided for development of improved national enabling framework for access to information	Start Date: 2011 End Date: 2015	
Purpose	<i>Increase the media platform for enhancing access to information flow and public dialogs to citizens</i>		

	<i>and policy makers</i>	
Description	<ol style="list-style-type: none"> 1. Support the FOI working group and MoNASRI with a consultation and drafting process around an A2I law based on the existing A2I policy framework and A2I working group to revisit the framework and discuss a timeline for taking A2I legislation to the next phases of refinement; 2. Conduct one comparative study tour to Indonesia for A2I working group and one comparative study tour to Indonesia for MONASRI and other government, political party officials to share and advise on drafting of A2I legislation; 3. Assess capacity and provide support to work with national institutions (NCDD, National League of Commune/Sangkats, National Parliament and relevant line ministries) to strengthen their public information capacity 4. Conduct Road Shows on the importance of A2I and periodic issue-based seminars (environment, health, NRM, etc.) gathering key stakeholders in each discipline to learn about how A2I will enhance their work towards the CMDGs; 5. Explore possible linkages with MoI public information activities at national, provincial and district level as well as ADB programme on supporting rural information centres under MoI and MAFF 	
Quality Criteria	Quality Method	Date of Assessment
Indicator 1: No. of national consultative processes for the formulation of A2I legislation (2011)	SDP annual report	December (2012-2015))
Indicator 2: Percentage of CSOs members of FOI working group coordinated inputs to the drafting of A2I draft law		December (2012-2015)
Indicator 3: No. of regional road shows linking access to information to the achievement of MDGs		December (2012-2014)

VII. Legal Context

This project document shall be the instrument referred to as such in the Agreement between the Government of Cambodia and the United Nations Development Program signed by the parties on 19 December 1994, which will remain in effect until such time that a new Standard Basic Assistance Agreement will have been signed between the RGC and the UNDP. All members of the Programme Board must approve of the budget revision when it involves a change in the project objectives or outputs. In other cases, the Implementing Partner alone may approve and sign. This procedure may be applied, for example, to annual mandatory revisions, or when the purpose of the budget revision is only to rephase activities.

ANNEXES

The project document shall be the instrument referred to as such in the Agreement between the Government of Cambodia and the United Nations Development Program signed by the parties on 12 December 1994, which will remain in effect until such time that a new Standard Basic Assistance Agreement will have been signed between the RGC and the UNDP. All members of the Programme Board must approve of the budget revision when it involves a change in the project objectives or output in other cases, the Implementing Partner alone may approve and sign. This procedure may be applied, for example, to annual/interim revisions, or when the purpose of the budget revision is only to replace a number.

ANNEXES

Annexes

1. Risks log
2. Annual workplan
3. Term of references of key positions

ANNEX 1:

RISKS LOG

Programme Title: Strengthening Democracy Programme						Award ID: 00061042			
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mgmt response	Owner	Submitted, updated by	Last Update	Status
	Weak commitment from political and short time available before the elections might undermine the placing female candidates on the top of party lists.		Political	The proportion of female elected representatives may not increase and MDG 3 indicators on women political participation would not be achieved. Probability: 3 Impact: 4	Active engagement with political parties and key decision makers from the beginning of the programme.				
	Youth civic education content could be deemed too politically sensitive and be denied broadcast by broadcast partners		Political	Campaign might be delayed and not contribute to sensitization of youth before the elections. Probability: 1 Impact: 4	The Campaign Working Group will play an important role in determining the overall direction of content and managing the risks of developing potentially sensitive content				

Lack of commitment from key stakeholders to move ahead with the access to information legislative framework	Political	Activity could be stalled Probability: 3 Impact: 4	Maintain opened dialogue and actively sensitize stakeholders on the benefit of the legislation.			
NGO law adopted in a form that would create conflict between the government and CSOs. NGOs law would limit the possibility for CSOs to exist and function.	Political	The ability of CSOs to engage constructively with the government would be undermined. Probability: 3 Impact: 5	Contribute towards positive engagement before and after the adoption of the law.			
Parliament – CC – citizen interaction would be used for campaigning rather than issue based dialogue	Political	The programme would rather undermine than support the introduction of democratic practices. Probability: 3 Impact: 3	Effective preparation and facilitation of the activity.			

ANNEX 2:

ANNUAL WORKPLAN 2011

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	FUNDING SOURCE	PLANNED BUDGET		
		Q1	Q2	Q3	Q4			Budget Description	Amount	
Output 1: Increase interaction and accountability of elected bodies, authorities to citizen through strengthened democratic processes at national and sub-national levels										
Deliverable 1: Increased parliament's engagement with constituency, CSOs and Media										
Indicator 1. MDG-centered forums organised to facilitate interaction between parliamentarians and CSOs to support MDG acceleration agenda Baseline: 0; Target: 2 forums	1. Facilitate interaction between parliamentarians, commune councils and citizens through 3 MDG-centered forums to support MDG acceleration agenda (focusing on MDG 3, 4 &5)							MDG centered forums	10,000	
				x	x			UNDP/TRAC	MDG 5 Conference with parliament	3,500
									National Dialogue Officer (1* 1 month)	1,500
								Sub-total	15,000	
Deliverable 2: Electoral systems and processes strengthened to ensure enfranchisement of citizens										
Indicator 2. Roadmap for drafting the national identity law Baseline: None	2. 1 Provide technical advices to NEC-Mol Working Group on Voter Registration to strengthen the electoral process in relation to the drafting of national identity law							International consultant to draft national identity law (1*1 month)	10,000	
				x	x			UNDP	National consultant (1* 1 month)	4,000

<p>Target: Roadmap for drafting the national identity law formulated</p>	2.2 Coordinate meeting between key institutions and political parties to address electoral issues and processes	x	x	x			UNDP	Meetings/consultations	1,000	
	2.3 Conduct Need Mission Assessment for DP coordination for the upcoming elections at the request from government		x	x			UNDP	TA (to be covered by XB)	0	
	Sub-total								15,000	
Output 2: Strengthened civil society, media and political parties as conduits for citizens' participatio										
<p>Indicator 3: Need assessment and Capacity Development Strategy of MSM network</p> <p>Baseline: None</p> <p>Target: Need assessment completed; Capacity Development Strategy of MSM network developed</p>	Deliverable 3: Empowered CSOs working in the area of democratic governance through building of their capacities and enhancing their role in democratic space									
	3.1 Conduct need assessment of and develop capacity development strategy for MSM network to improve its internal governance		x						1 international consultant (400*40days)	
									1 International consultant for mentoring and coaching (400*60days)	
								HIV/AID Thematic Trust Fund	Trainings/workshops	
									Travels/south-south cooperation	
								CSO empowerment officer (SB4) (1*5months)		
Sub-Total									0	
Deliverable 4: Deliver youth oriented non-formal civic education by establishing media platform, programmes, and community outreach activities										

<p>Indicator 4. No. of youth-centred media campaigns organized to mobilize youth participation .</p> <p>Baseline: Formative and baseline KAP research conducted in 2010. Multimedia youth civic education initiative developed.</p> <p>Target:</p> <ol style="list-style-type: none"> 1. TV and radio production commenced and 25 radio shows broadcasted 2. KAP survey disseminated 3. Midline survey conducted 	4.1. Implement multimedia youth civic education initiative with BBC World Service Trust—concept development, pretesting and piloting.	X	X	X	X	UNDP	Youth advocacy officer (IUNV) (1*12 months)	40,000
	4.2 Reprinting of Youth and Civic Participation KAP study	X	X	X		DGTF UNDP	Contracting BBC World Trust	537,877
	4.3 Midline survey of youth and civic participation			X		UNDP	Printing	3,800
	4.4 Develop community outreach component – concept and strategy		X	X	X	UNDP	community outreach component with youth CSOs	2,000
			X	X	X	UNDP	workshop/travel/KAP study launch	2,500
Sub-total								594,177
Deliverable 5: Support mechanisms for women's enhanced participation in decision making at the national and sub-national level								
<p>Indicator 5. No. of political parties that adopt strategy to increase women's elected candidates for the commune councils and national elections</p>	5.1 Develop concept note for young women in leadership		x	x		CSO	Conduct one program for young women in leadership	10,000

<p>Baseline: A series of training workshop to build capacity women's wing from 5 political parties organized</p> <p>Target:</p> <p>1. 2 political parties developed gender action plan to increase women's political participation in commune council elections</p> <p>2. 7 high level political parties meetings around key political and MDG related issues organised</p>	X								Field missions to identify partners to develop leadership programme for young women	1,000
	5.2 Support third National conference on Women in Cambodia: Gender and Development	X	X	X		CSO	UNDP		Technical support	0
Sub-total										11,000
Deliverable 6: Develop approaches to enfranchising and empowering indigenous and marginalized groups through civil society organizations										
<p>Indicator 6. Empowering indigenous people and marginalized groups</p> <p>Baseline: Draft report on IP's C4E available</p> <p>Target</p> <p>1. IP C4E research disseminated</p> <p>2. IP C4E programme for community media developed</p>	X								Workshops/meetings	500
	6.2 Develop Indigenous People's Communication for Empowerment fund for community media		X	X		CSOs, community media development organisation	UNDP		Indigenous Peoples' social media support fund	10,000
Sub-total										10,500
Deliverable 7: Political parties' knowledge and capacities strengthened to engage with and address development issues at a national and sub-national level										
<p>Indicator 7. Strategy for promotion of women in political participation</p>	X								Political Parties liaison Officer (IUNV) (1* 12 months)	65,000

ANNEX 3:

TERM OF REFERENCE OF KEY POSITIONS ¹³

Chief Technical Advisor

The Chief Technical Advisor will work under the overall guidance of the UNDP Deputy Country Director (Programme) and direct supervision by UNDP Team Leader of Democratic Governance Unit and in close consultation with the National Programme Manager and the Programme Analyst for Governance. The Chief Technical Advisor will work closely with key stakeholders including key government agencies, CSOs and development partners for effective implementation of the Programme. The Chief Technical Advisor will be responsible for strategic and technical leadership of the SDP as well as ensuring that the programme achieves its intended development results.

Summary of key functions:

I. Strategic advice and policy support

- Provide strategic and technical support to the Strengthening Democracy Programme, and coordinate its implementation in close cooperation with other relevant national and international stakeholders
- High level policy advise and technical assistance to Government and partners to support the implementation of the ongoing democratic reforms (such as electoral reform, access to information, accountability and representation) taking into account best practices and the Cambodian democratic context
- Strategic advice to the UNDP CO in coordination with the Team Leader of Democratic Governance on developing the vision and strategy on the role of the UNDP in strengthening democratic practices
- Provision of expert and thematic input and contribution to the programming and further development of the SDP components' activities with the aim to ensure programmatic synergies and effective linkages of component activities
- Provide leadership to a team of national professionals in providing technical support for implementation of specific activities aimed at achievement of the targeted development results
- Compilation, analysis and research of the democratic issues in the country and preparation of technical and strategic position papers, presentations, advisory and briefing notes
- Lead the overall programme resource mobilization efforts by establishing and maintaining effective relationships with current and emerging development partners
- Act as the UN Focal Point and take the lead as coordinator of electoral assistance upon request from the RGC with a view to reinforce UNDP in its leading role of electoral assistance and major source of support to the democratization processes in Cambodia
- Act as a liaison with development partners, international stakeholders and civil society, provide advice on approaches and methodology for cooperation and participation at the technical working groups and meetings as needed
- Keep abreast of social and political development dynamics which will impact on delivery of the programme and potential follow-on programming
- Participate at the SDP Programme Board meetings with a view to provide strategic programmatic input, guidance and advice

¹³ Detailed term of reference for all functions would be developed by the programme at the beginning of the programme implementation.

- Effective liaison with key stakeholders (Parliament, Ministry of Information, Ministry of Interior, CSOs, political parties, media) and the SDP team to identify critical linkages between the different components of the SDP
- Identify the need and the scope of internal and external technical assistance and expertise for the SDP

II. Programme implementation

- In cooperation with the National Programme Manager, provide necessary inputs to the Programme Annual Work Plans (AWP), Quarterly Work Plans (QWP) and Monitoring and Evaluation Plans
- Coordinate national and international consultants in close cooperation with the National Programme Manager, with a view to provide strategic advice, guidance, input and quality assurance
- Participate in the development of Terms of References for all required consultants and staff especially with a view to ensure that necessary quality of technical expertise and output is obtained
- Together with the National Programme Manager, maintain close coordination with the key stakeholders, UN agencies and development partners on all aspects of SDP implementation
- In close cooperation with the National Programme Manager, develop appropriate working relations with key stakeholders for effective implementation of SDP
- Participation in the recruitment process as needed

National Programme Manager

The National Programme Manager will work under direct supervision of the UNDP Team Leader of Democratic Governance Unit in close collaboration and consultation with the UNDP Programme Analyst for Governance and the SDP Chief Technical Advisor. The National Programme Manager will work closely with key stakeholders for effective implementation of the Programme. The National Programme Manager will be responsible for day-to-day management and monitoring of the programme as well as ensuring that the programme achieves its intended outputs and targets as stated in the annual workplan and programme document.

Summary of key tasks:

I. Day-to-day operational and financial management and the delivery of outputs in a timely and efficient manner

- Ensure that all activities are implemented in a timely manner and results are delivered as planned.
- In consultation with Chief Technical Advisor (CTA) and UNDP Country Office staff, prepare Annual Work Plans (AWP), Quarterly Work Plans (QWP), and Monitoring and Evaluation plans.
- Overall administration, guidance and supervision of the programme staff.
- Manage and monitor the programme issues and risks as initially identified in the Programme Document appraised by the Local Programme Appraisal Committee, submit new issues and risks to the Programme Board for consideration and decision on possible actions if required; update the status of these issues and risks by maintaining the Programme Risks Log and Issues Log.
- Coordinate aspects of data collection, reporting and M&E aspects of the programme.
- Ensure full compliance of operations with UNDP rules, regulations and policies and monitoring of achievement of results.
- Ensure the implementation of the effective internal control, proper design and functioning of the financial resources management system.
- Prepare timely, accurate and reliable financial reports – both internal and external.
- Ensure effective management of physical assets of the programme.
- Coordinate and support all activities leading to the annual audit exercise and follow up of the audit recommendations.
- Keep abreast of democratic governance related development dynamics which will impact on delivery of the programme and potential follow-on programming.

II. Monitoring and evaluation, planning and reporting responsibilities

- Produce timely programme progress reports - both internal and external - following UNDP and programme requirements and established procedures and donors' guidelines where applicable.
- Establish and maintain Programme M&E system and tools and ensure full implementation of the M&E system.
- Oversee the organization of Programme Board meetings and coordinate all aspects of development of progress reports and other documentation as required.
- Work closely with UNDP CO staff to generate quarterly and annual Combined Delivery Reports (CDR) for signature and presentation to and discussion within the Programme Board.
- Prepare TORs and coordinating evaluation exercises as required.

III. Ensure effective management of human resources (recruitment and management of programme staff and procurement of services)

- Planning and day-to-day management of programme's human resources
- Ensure that the programme is optimally staffed
- Coordinate individual staff work plans, work load and learning plan
- Guide and oversee the work of the Programme staff to ensure full compliance with the implementing rules, regulations, policies and strategies.

- In collaboration with CTA, coordinate all national and international consultants to ensure that contracting processes are in accordance with planned schedules and deliverables.
- Maintain close contact with UNDP Country Office to ensure coordination on human resources administration of both national and international staff, as well as coordinate the recruitment process.
- In close consultation with CTA, develop Terms of References of all required consultants and staff and actively participate in the recruitment process as required.

IV. Develop and maintain effective relations including with all programme partners

- Together with CTA, maintain close coordination with the key stakeholders, UN agencies and development partners on all aspects of SDP implementation.
- Liaise with contractors and other responsible partners to ensure programme outcomes are met in a timely manner.
- Support resource mobilization efforts by coordinating the preparation of quality reports and other such documents.

V. Facilitate knowledge building and knowledge sharing and capacity development

- Coordinate with programme staff to document best practices and lessons learned on an ongoing basis.
- Contribute to the development of knowledge products, knowledge networks and communities of practice.

National Local Governance Accountability Officer

The National Local Governance Accountability Officer will work under the direct supervision of the National Programme Manager with technical guidance from Chief Technical Advisor (CTA). The National Local Governance Accountability Officer will be responsible for day-to-day management of the SDP component related to the demand-side accountability issues at sub-national level, ensuring that the component activities achieve their outputs and targets as stated in the annual workplan and programme document.

Summary of key tasks:

1. Support in strengthening the institutional mechanisms for dialog, representation and accountability

- In close cooperation with the CTA and in line with the UNDP CO approach towards governance accountability at sub-national level, contribute to the further thematic, financial and operational design and formulation of some parts of the SDP within the area of accountability;
- Contribute to the evaluation of existing practises and institutional mechanisms for integration, i.e. demand and supply side of local participation;
- Provide necessary inputs and participate in the development and implementation of the strategy to improve access to information, citizen participation and accountability mechanisms in cooperation with the established network of CSOs, the NLC/S or LGAs and other national and international partners;
- Taking into account the current social, cultural, political and institutional context of citizen participation in Cambodia, contribute to the identification of an innovative tool/mechanism for citizen evaluation of services and their piloting by the sub-national councils;
- Participate in conducting assessment for existing grievance mechanism and contribute to the development, piloting and assessing citizen direct feedback mechanisms.

2. Support in the creation of strategic partnership with the CSOs, councils, NLC/S and/or LGC/S and other relevant stakeholders

- Contribute to the identification of the organizations working on strengthening council-citizen interface in order to select and establish a network of key partner CSOs;
- Establish an effective partnership with the NLC/C or LGAs with a view to identify best practises and lessons learned of both supply and demand side of local participation and access to information at district and commune level and beyond;
- Contribute to the development of appropriate working relations with key stakeholders for the effective implementation of the programme component;
- Conduct field visits, organize regular meetings and sharing of information events in order to maintain strategic partnership, including stakeholders at the field and the grass-root level;
- Liaise with the relevant government representatives (national and sub-national), institutes, universities, research institutions, CSOs and other relevant institutions in order to involve them in relevant activities and disseminate information and expertise.

3. Support in the overall programme management (in cooperation with the National Programme Manager)

- Ensure that all activities are implemented in a timely manner and results are delivered as planned;
- Provision of input to the preparation of Annual Work Plans (AWP) and Quarterly Work Plans (QWP);
- Keep abreast of democratic governance related development dynamics which will impact on delivery of the programme and potential follow-on programming;
- Produce timely programme progress reports, different thematic briefings and status reports, as required and in line with the UNDP rules and regulations;

- Contribute to the identification of technical expertise and participate in the preparation of TORs and coordinating evaluation exercises as required;
- Liaise with contractors and other responsible partners to ensure programme outcomes are met in a timely manner.

4. Contribution to the knowledge building in the field of local governance demand-side accountability issues

- In close collaboration with CTA and UNDP Country Office, coordinate with programme staff the documentation of best practices and lessons learned on an ongoing basis;
- Contribution to the development of knowledge products;
- Coordinate contribution to knowledge networks and communities of practice.

Youth Advocacy Officer

Under the direct supervision of the National Programme Manager and overall guidance of the CTA, the Youth Advocacy Officer will undertake the following tasks:

Description of tasks:

- Conduct research into the possibilities of strengthening the civic participation of youth through the production of youth related content by local broadcast and print media
- Liaise with local media, civil society organizations and tertiary education institutions in order to establish a possible partnership to produce media content dealing with youth related issues and aimed at encouraging the greater civic participation of youth.
- Support the building and strengthening of civil society and community advocacy networks for the broader participation and representation of youth in the political process.
- Undertake and lead Cambodian university student forums in order to solicit what youth would like to see in the proposed Youth Equity Weekly programme.
- Support BBC World Service Trust as the implementing partner for UNDP's Multimedia Youth Civic Education Initiative. Survey and understand the needs of the partner organization in terms of capacity building for planning, implementing, monitoring, and reporting on the project.
- Provide capacity building in planning, implementing, monitoring and reporting where possible. Where this is not possible, recommend relevant resources, trainings and workshops.
- Other tasks as required by the Programme Manager.

Under the direct supervision of the Programme Manager and overall guidance of the CTA, the Political Party Officer will undertake the following tasks:

Description of tasks:

- Organize/conduct SDP-facilitated multiparty dialogue between the National Election Committee, Ministry of Interior and the main political parties with seats in the parliament (dialogues should also include discussions on ways and means to achieve MDG3);
- Undertake follow up to study on the possibility of establishing resource centers accessible to all political parties at sub-national level;
- Assist in identifying partners to develop leadership programme for young Cambodian women;
- Provide support to engagement of NEC and Mol in discussions about the possibility of adopting quotas for female representation in elected bodies;
- Liaison with Equity weekly and Youth component of the project to explore possibilities of collaborative televised program through which political parties representatives report on how their respective parties are overseeing commitments made during previous forums;
- Explore possibilities of locally produced events allowing local party representatives to respond directly to issues of local concern;
- Explore, in consultation with political parties representatives, on various possibilities of imparting grassroots training to political parties members;
- Look into the collaborative efforts between National Democratic Institute (NDI), International Republican Institute (IRI) and UNDP's Democratic and Decentralized Local Governance in Cambodia (DDLG) in conducting constituency and commune multiparty dialogues/forum and series of high-level issue-specific multiparty roundtables;
- Explore ways of establishing NDI, IRI and DDLG "Report Back" dialogues/forums, in which elected officials and party representatives account for progress on addressing issues raised in previous forums;
- Explore possibilities of Broadcast "Report Back" dialogues/forums live on the radio/TV, including progress reports on CMDGs achievement.

