



## ANNUAL PROJECT REPORT 2008

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Cambodia  
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## Executive Summary

The Legislature Assistance Project (LEAP) has been very successful in 2008 to establish durable relationships not only with the implementing partners and the beneficiaries but also other development partners active in the National Assembly and Senate. Despite the significant delay in implementing a number of activities the project was able to be active in all areas envisioned by the project document and contribute considerably to all project outputs and improve the capacity of parliamentary commissions, MPs, staff of the Secretariats and the TCS office.

LEAP is linked to UNDP Cambodia's CPAP Outcome to reinforce democratic institutions which help to create checks and balances on the executive power. In 2008 the project focussed on building the capacity of the commissions, Members and Secretariat staff of both the Senate and the National Assembly. The Annual Work Plan 2008 was built around activities to improve representation through field trips and interaction with civil society, improve the law making process, strengthen the oversight function and enhance the capacity of the staff of the Secretariat of both Houses.

Unfortunately, the implementation of the 2008 AWP has been behind schedule as several crucial elements were not in place at the beginning of the year. The Technical Coordination Secretariat (TCS) as the implementing partner of the project was only established some time during the first quarter of the year and only subsequently government staff assigned to it. UNDP's Senior Parliament Advisor joined the project only by mid year in 2008 and though a Management and Operations Advisor had been recruited beginning of 2008 the person left in July and was not replaced until November. This together with the sensitivity of the national parliamentary elections taking place at the end of July 2008 and a moratorium on field trips from the period of April to August significantly hampered the implementation of activities well into the third quarter of the year with a major concentration of activities in the last third of 2008.

Among the highlights was a 2 day programme "Orientation Forum for the 4<sup>th</sup> Mandate of the National Assembly" for new and returning MPs. The program was considered the most comprehensive of its kind to be provided to the Parliament. Around 200 participants from the Parliament, the Secretariats, CSOs and foreign embassies helped to build capacity of especially newly elected MPs and the roles and responsibilities of a MP in a democratic parliament. For the TCS the orientation programme was the first large scale opportunity to demonstrate its coordination role and effectively bring together multiple development partners for the implementation of a joint activity. Further a series of workshops were held addressing prominent and important issues in Cambodia like Human Trafficking, Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the national budget, Human Rights Day etc. creating a space for Parliamentarians not just to interact with each other but also with a variety of key stakeholders including UN agencies and civil society groups.

The need for capacity building of the staff of both houses was also addressed by the implementation of training programmes with tailored courses on basic information technology, website design, management, short hand and legal analysis. Most of the training programs were designed in a modular way to be followed by more advanced trainings to the same participants in 2009.

Another major component of the 2008 workplan was the support for field trips to increase the interaction of the commission members from both Houses with constituents on the ground including local civil society groups and commune councils. Based on the demand, mainly from the Senate, a number of field trips and regional forums were supported during

2008. A total of 14 provinces were visited with focuses ranging from human trafficking, migration, the local court system, human rights, domestic violence and child labour. The preparation of field trips and regional forums by the TCS included providing pre-departure briefings for the MPs and Senators and on-site meetings by and with Civil Society Organizations working in the respective thematic areas.

A significant achievement of the LEAP project in 2008 has been the establishment of sound relationships of the TCS with development partners active in supporting Parliament. For the first time the development partners now come together for monthly coordination meetings hosted by the TCS. These meetings provide a regular forum where development partners are able to share programmatic information and discuss opportunities for coordination and collaboration, in addition to sharing common challenges. Joint activities and workshops were held with the CCLSP (Cambodia - Canada Legislative Support Project) the German CIM (Centrum for International Migration) Advisors and Konrad Adenauer Foundation. The LEAP Project was also instrumental in coordinating and collaborating with sister UN Agencies like UNIFEM, ILO, UNOCHR, UNICEF, IOM and UNAIDS. UNIFEM provided co funding for activities like the CEDAW workshop while UNAIDS contributed with technical expertise. In 2008 LEAP received a financial contribution from UNAIDS for 2009 to implement activities related to outreach activities for HIV/AIDS and Parliament. On several occasions the project was able to partner with the Inter Parliamentary Union and bring additional expertise from outside Cambodia to events conducted by the LEAP project.

A prime implementation challenge encountered in 2008 and to be addressed in on going activities includes a shift from the focus of capacity building support directed specifically to the parliamentary commissions more towards building the capacity of the individual MPs around thematic areas. This allows the project to adjust to the opposition parties' refusal to join the National Assembly commission after the swearing in of the 4<sup>th</sup> Mandate and to continue to operate in a way that is non-partisan and inclusive of all MPs.

For the TCS to grow into the role as 'central organ' for external support to the Parliament more avenues have to be explored to improve the planning and communication of key events in the parliament and a mapping of thematic priority issues together with other development partners allowing for a more medium term planning of activities.

The non-availability of a full time dedicated project manager (together with the hold up in the recruitments mentioned above) delayed and complicated the implementation of activities as other TCS staff had to fill the gaps and temporarily assume a coordinating role. The setup of the TCS for 2009 already foresees a change in the project manager position and also allocates additional staff to the TCS.

## I. Context

The UNDP LEAP project is designed to build on experiences, lessons learned and achievements stemming from the 'Support to the Capacity Development of the Cambodian Parliament' project which was completed in March 2007. It is aligned with the goals in the Strategic Framework and Action Plan from 2006 and Cambodia's Rectangular Strategy for Growth, Employment, Equity and Efficiency issued by the Prime Minister in 2004. Within the UN it contributes to the Cambodia UNDAF Outcome of increased participation of civil society and citizens in decision-making for the development, implementation and monitoring of public policies and UNDP's CPAP outcome of reinforced democratic institutions.

The project is executed under UNDP's National Execution Modality and implemented by the Technical Coordination Secretariat (TCS), a body established and managed by the Secretariat General of the National Assembly and Senate. The project document was signed in June 2007 with the recruitment of personnel starting later that year and is envisioned to last till end 2010. The current funding is totalling 825,044 USD with UNDP TRAC funding being the only source. The project document provides for two international UNDP staff positions as Senior Parliamentary Advisor and Management and Operations Advisor. In addition a driver on Service Contract and a Finance/Admin Assistant on short term contract have been part of the project team in 2008. The government contribution in the form of staff in 2008 has been 4 full time (1 from the Senate and 3 from the NA) as well as one part time Coordinator for the NA and Senate each.

Parliamentary commissions, individual members of the parliament, the staff of the secretariat general of both houses and the staff of the TCS are the direct beneficiaries of the activities conducted by the LEAP project. Capacity building in a wide range of topics from basic IT to Strategic Management and Planning is required for the staff of the Secretariats and will be addressed through a set of trainings gradually improving their capacity. Members of parliament will benefit greatly from the improved services provided by the more effective and efficient secretariats.

Parliamentarians themselves will benefit from project activities directly relating to their role as law makers and in their oversight and representational functions improving their service to their constituents.

## II. Performance review

### Progress review

#### 1. Overall progress towards the CPAP outcome and output(s) relating to your project

The LEAP outputs directly address the CPAP Outcome of reinforced democratic institutions as the beneficiaries of the project are directly involved in the functioning and representation of those institutions. The project activities are developed and implemented in close collaboration with other development partners active at the Parliament which not only eliminates duplication but also provides opportunities to combine resources and develop joint activities and/or complementarities.

The project has succeeded in enhancing a close cooperation with other Development Partners active at the Parliament including CCLSP, Konrad Adenauer, CIM and IPU in implementing and developing key joint activities such as the Orientation Programme for the 4<sup>th</sup> Mandate of the National Assembly and Cambodia's 2009 National Budget and Poverty Reduction.

## 2. Capacity development

In line with UNDP's global mandate the project's main focus is on capacity building. Each output of the project targets a separate beneficiary group aiming to strengthen their capacity in their current role. MPs are able to improve their knowledge about subject matters by reaching out to their constituencies by field trips and attend targeted and focussed workshops or briefings raising their awareness and ability to participate in a through decision making process. First hand knowledge and exposure to problems faced around the country and receiving information from various stakeholders translates into better oversight and the possibility to be part of an effective law making process.

The capacity of the staff of the secretariats was improved by offering demand driven and tailor made trainings contributing to improved services provided to the houses and individual MPs.

Last but not least the capabilities of the TCS staff in organizing and conducting activities in support of the MPs and staff is gradually built through their participation in trainings and on the job by the UNDP advisors resulting in improved planning processes, office procedures and management, professionally conducted activities ensuring multi party participation and improved gender balance as well as pre-departure briefings involving CSO/NGOs and the identification of a broader range of activities.

## 3. Impact on direct and indirect beneficiaries.

With very well defined target groups in the project document (MPs, staff of secretariats, TCS) the project did not face any problem designing its interventions in a way to reach the desired target group. Overall the approach and coverage was satisfactory though delays and implementation problems did affect the number of interventions and with it the beneficiary satisfaction. The moratorium on field trips, prior to the National Election, reduced the number of possible field trips overall, the delayed recruitment of the advisors slowed the capacity building of the TCS and the number of training programmes for the staff of the secretariat was limited due the delayed start of the project and sometimes slow procurement action by the UNDP office.

Indirect beneficiaries of the LEAP activities were manifold and included development partners, Civil Society Organizations and UN Agencies who had easier and increased access to the Parliament.

## Implementation strategy review

### 1. Participatory/consultative processes

LEAP's setup with the TCS where both SGs are Director and Deputy Director is extremely participatory. The SGs, Commission members, individual MPs and the staff are all involved in the planning and execution of activities. Furthermore, the TCS office is driven by participatory processes with regular weekly meetings and the creation of 'TCS sub-teams' in the areas of field trips, workshops and training programs ensures participation at all levels and helps build the capacity of all TCS staff members. In addition, these good practices help establish effective team building and mutual respect best practices. The demand driven approach to most activities, the projects close collaboration and frequent consultations with Commission chairs, contributes to stakeholders participating in all steps of the project implementation. In addition, the busy schedule and limited availability of MPs makes it necessary to involve them in setting priorities and schedules in order to maximize the impact and results and contribute to beneficiary satisfaction.

As a project operation under UNDP's NEX rules it is standard procedure that the Secretary Generals approve all annual and quarterly workplans, as well as budgets and individual activities. Invitations to the LEAP/TCS activities are extended through the SGs further ensuring a consultative process. A workable Project Board, scheduled to be established in early 2009, will further enhance the participatory approach and allow workplan adjustments according to changing priorities of the beneficiaries. So far the project document only provides for the Parliamentary Steering committee

(PSC) to provide oversight and guidance to the LEAP project, a body of significant size, complex composition and only meeting twice per year.

The TCS organized a two day retreat in October 2008 to discuss various aspects of the implementation of the project and inputs to the AWP 2009 and invited the development partners active in the Parliament, the Coordinators for the Senate and NA as well as various colleagues from UNDP including Francois Duluc Parliamentary Development Specialist from UNDP NY further broadening the input to the activities.

## 2. Quality of partnerships

The establishment and maintenance of partnerships is one of the key functions of the LEAP project viable for the role and function of the TCS in 2008 and in the future. The project was able, especially after the Senior Parliamentary Advisor joined mid year, to foster partnerships with other organizations working in the parliament (CCLSP, CIM, Konrad Adenauer) translated into joint activities (for example the Orientation Programme and the Budget Workshop for MPs of the 4<sup>th</sup> Mandate jointly with all three of them) and the participation of these organizations in the LEAP retreat in November 2008.

A number of activities, wherever possible and appropriate, have been conducted with the participation of specialized UN Agencies (IOM, UNOHCHR, ILO, UNICEF, UNODC, UNIFEM and UNAIDS) such as the CEDAW workshop. UNIFEM and UNAIDS already announced their wish to expand collaboration in 2009 and channel funds through the UNDP LEAP for implementation of activities in the Parliament.

Civil Society and NGOs were identified as the key stakeholders and partners to the legislature providing update and relevant information about the issues and challenges faced by Cambodians. The involvement of CSOs/NGOs in pre departure briefings of field trips, arranging meetings during field trips in the provinces and inviting them to present their viewpoint in workshops at the Parliament allowed the TCS and LEAP to establish sound relationships with CSOs/NGOs (NGO Forum, ADHOC, LICADHO, LAC, EWMI, Oxfam Australia, SEDAC, ACELEDA, Handicap International, LSCW, Pact Cambodia, NDI among others) in Cambodia.

In addition in 2008 the SPA met with various key development agencies and groups to Cambodia to introduce the TCS office and the LEAP project. These introductory meetings included, The American Embassy, USAID, DfID, British Embassy, NDI, and various UNDP sister programs in an effort to disseminate information and to promote coordination.

The relationship between the implementing partner and the NA and Senate in general is good and strong. Despite the formal environment the project team has access to key players.

## 3. National ownership

In June 2006 the Members of Parliament and senior staff sent a letter to UNDP requesting UNDP's continued support, leadership and coordination in the area of parliamentary development showcasing the feeling of ownership over the UNDP's activities in the parliament thus the LEAP project was developed.

As mentioned above the national partner and beneficiaries are heavily involved in decision making and the setting of priorities and contribute in various ways directly to the outputs of the project. Contributions range from in-kind in the form of hosting activities, using Parliament assets for the activities to direct cost sharing of other activities. The TCS is hosted and supported (telephone, internet etc.) by the NA and staff assigned to work on full time basis (as well as the coordinators who are seconded to the TCS on part time basis) continue to be on Parliaments payroll. The request to increase the number of full time staff of the TCS was supported by the SGs of both

houses and the number will increase from four to seven as of 2009 with additional office furniture to be provided by the National Assembly. The SGs, as directors of the project, also acknowledged the difficulties faced due to the frequent absence of the project manager and the necessary steps to replace him were taken.

## 4. Sustainability

National capacity building is the main component of all three envisioned outputs (Strengthen the capacity of commissions to better exercise their interrelated functions; Improve the capacity of the officials of the Secretariat General of both houses to deliver effective services to the parliament; Management and Technical support for a competent and functional TCS) of the LEAP project and all activities are geared towards that. National ownership has been significant, as explained above, and the consultative approach in the design of the activities and setting of priorities are continuously strengthening national ownership and thus hopefully supports sustainability. With the TCS and its parliament staff being the 'face' of the LEAP project and its activities national ownership is further improved and the project outputs are slowly but surely transferred to the national counterpart.

An exit strategy has not been prepared in 2008 as implementation barely began. UNDP Cambodia CPAP Results Assessment Dec 2008 specifically mentions that capacity building of democratic institutions is a long term endeavour and ideally an exit strategy of the LEAP project would be formulated in 2009 with a vision of how UNDP is going to continue to support the Legislature in Cambodia beyond 2010.

One clear aim of the project is to firmly establish the TCS and build the capacity of the team allowing it to perform following international standards in its operations. This, together with an increased attractiveness of the TCS for donor funding will be a major sustainable impact of the LEAP project beyond direct UNDP funding.

## Management effectiveness review

### 1. Quality of monitoring

Most activities of the project were accompanied or visited by UNDP LEAP and TCS staff able to provide feedback immediately. Only one formal review took place for the results assessment of the CPAP review in November 2008 providing input for the AWP 2009.

Francois Duluc, UNDP Parliamentary Development Specialist in New York, visited Cambodia and the LEAP project during the first and fourth quarter. He helped to assess the needs of the NA and the capacities of departments, contributed to the development of new activities and as an outside observer helped to identify bottleneck, shortcomings of the project and possible solutions for the way forward.

The TCS and LEAP team meets on a weekly basis also to share experiences and evaluations from the implemented activities with the whole team. Each activity is completed with formal feedback from participants to monitor client satisfaction, possible impact and improvements for future interventions.

Quarterly progress reports are prepared and shared with the SGs and UNDP.

A major constraint faced in terms of monitoring of activities was the difficulty to translate the reports and evaluations in a timely manner impeding the access and systematic use by the advisors.

### 2. Timely delivery of outputs



Significant progress has been made towards all outputs of the project, however due to several implementation challenges the quantity of some activities was lower than planned in the Annual Work Plan (AWP) 2008.

As mentioned previously there were periods in early 2008 when the TCS office was just being established and minimal activities were conducted. After the establishment of the office there was also the delay in the appointment of the SPA and diversion of the national elections. This resulted in a heavy concentration of activities in the last third of the year, which created an absorption issue and made coordination with other development partners even more critical. The condensed schedule of activities and the need to accommodate the session calendar of the NA/Senate required several changes of dates for workshops which in some cases were forced to be postponed to 2009 (Child Labour Forum, Women's Leadership Forum, Senate Regional Forum).

The lack of a parliamentary business calendar certainly impacts the TCS's ability to sufficiently plan in advance for activities, particularly those which are driven by an action by the Executive for example new legislation coming to the House. In addition, there is no clear indication of when plenary sessions will take place and what will be discussed so that the TCS team could provide support vis-à-vis current and relevant issues the Parliament will be considering.

The demand driven approach to field trips, certain procedural requirements like proper field trip proposals, pre departure briefings etc., the participatory design approach, the moratorium on support to field visits around the elections, the limited number of staff in the TCS office and again the sessions of the NA/Senate changing on short notice reduced the overall number and quality of activities which were able to be implemented.

### 3. Resources allocation

The project spent a total of 320,762.34 USD in 2008 and about 45% of that figure was used for project staff and running of the project/TCS office. The overall operational expenditure is relatively high as the design of the project put some emphasis on internal capacity building through two international advisors, running costs for a quite large number of people of the joint UNDP and government staff TCS team (including salary incentives) and the above mentioned overall delay in implementing activities in 2008.

### 4. Cost-effective use of inputs

The project made an effort to use the funds of the project cost effectively by cost sharing many activities conducted with partners. UNIFEM, UNAIDS, the NGO Forum, CCLSP, KAF and CIM contributed directly to the implementation of activities increasing the cost effectiveness of the LEAP project.

The project cooperated with Universities, CSOs and UN Agencies to utilize available expertise instead of hiring consultants in addition to trying to leverage resources like from IPU.

## III. Project results summary

### 1. Strengthen the capacity of commissions to better exercise their interrelated functions

Significant achievements have been made, given the above and below mentioned challenges faced for the implementation of the project in 2008 to strengthen the capacity of the commissions in their oversight role, to improve the law making process and enhance representation through outreach activities.

The AWP 2008 has been designed with a focus on field trips for the commissions of the NA and the Senate in order to enhance representation through outreach activities. The improvement of the representational role of parliamentarians through hearings in communities to discuss selected topics of interest relating to legislation, current concerns and the implementation of laws foster a greater contact between parliamentarians and their constituents.

The field trips have been designed in a way to include pre-departure briefings updating the travelling commission members of subjects of concern in the respective province and provide latest and most up to date information and data. During the trips the MPs met with officials of various government bodies and levels as well as CSOs. Field trips have been organized for the commissions and accompanied by the TCS to a variety of destinations mentioned below, namely:

- NA Com 8 Kratie accompanied by officials of the National AIDS Authority to oversee the implementation and dissemination of the law on prevention and combating HIV/AIDS and the law on domestic violence and victim's protection.
- NA Com 2 and 9 to Banteay Meanchey, Siem Reap accompanied by the deputy Auditor General of the National Audit Authority to identify critical issues related to tax and revenue collection and migration.
- Senate Com 2 to Stung Treng aimed to understand the implementation and understanding of the 2007 financial budget and decentralization and deconcentration policy.

Senate Com 1 to Kampong Thom and Preah Vihear looked at the human rights situation and prison conditions. A number of complaints were investigated mainly related to land grabbing.

- NA Com 5 to Koh Kong focused on investigating trade activities, labour migration and the potential of Koh Kong as gate way between Thailand and Cambodia.
- Senate Com 4 to Stung Treng and Ratanakiri visited provincial authorities affected by the construction of the Yali Falls dam and the border with Vietnam.
- NA Com 4 to Ratanakiri dealt with investigating land conflicts and overseeing the implementation of law and the effectiveness of provincial and local government.
- Senate Com 6 Kompong Speu concentrated on key cases related to land disputes as well as criminal and civil cases in the province.
- Senate Com 9 Sihanouk Ville and Koh Kong concerning the critical issues regarding the implementation of land and maritime traffic law, the Sihanouk Ville Port management and land law.
- Senate Com 8 Stoeung Treng was related to the topic of domestic violence, the dissemination and oversight of the relevant law as well as issues around drug control and use among youth.
- Senate Com 4 and Women's Caucus to Kampong Cham, Pursat, Battambang and Banteay Mean Chhey concentrated on the role of women commune council members in implementing the D&D strategy and improving the living standards of local residents to reduce migration.
- Senate Com 1 Kompong Cham and Mondulakiri to understand about the Human Rights situation and investigate the complaints in those provinces.
- Senate Com 9 Kompong Cham and Kratie concentrated on the implementation of the trafficking and land law as well as business registration and business management.

Collection of information about agri-industry in those provinces, product marketing and electricity distribution was another focus of the field trip.

- Senate Com 6 Kandal met judicial authorities, the president of the provincial court, prosecutor, clerk, judicial police, forestry administration and ADHOC NGO in order to oversee settlement of conflicts inside and outside the court system.
- Senate Com 6 Preyveng had the same focus as the field trip to Kandal.
- Senate Com 8 Siem Reap and Banteaymenchey dealt with child labour issues, drug addicts, migration and to oversee the implementation of the law on suppression of human trafficking and sexual exploitation
- Senate Com 2 Takeo improved the understanding of the implementation of law on finance management for 2008 and to oversee the implementation of the D&D policy.
- Com 1: Human Rights, Complaint Reception and Investigation
- Com 2: Economy, Finance, Banking and Audit
- Com 4: Interior, National Defence, Relations between NA and Senate, Inspection and Public Function
- Com 5: Foreign Affairs, International Cooperation, Information and Media
- Com 6: Judiciary and Justice
- Com 8: Health, Social Work, Veteran, Rehabilitation, Vocational Training and Women Affairs
- Com 9: Public Works, Transport, Telecommunication, Post, Industry, Mines, Energy, Commerce, Land Management, Urban Planning and Construction

In addition to the above mentioned field trips the project organized the following in house workshops and orientation programmes to strengthen the capacity of the MPs in their oversight function and improve the law making process.

- Briefing for Parliamentarians on “Fuelling poverty reduction with oil and gas revenues: comparative country experiences”. The briefing followed a 3 day international conference and focussed on a) the establishment of legal frameworks in developing countries, b) the design of appropriate petroleum funds, c) establishment of regulatory authorities and d) comparative experiences on transforming the wealth from finite resources such as Oil and Gas into long term-economic development.
- Workshop on “Parliamentary Role in Promotion the Law and Action in Preventing and Suppressing Human Trafficking and Sexual Exploitation” in collaboration with UNAIDS, UNIAP, UNICEF, UNAIDS and IOM was attended by 140 participants from the parliament, the executive, civil society and development partners.
- Orientation Programme for the 4<sup>th</sup> Mandate of the National Assembly with IPU, CCLSP, Konrad Adenauer, CIM and CCLSP  
The two day programme with all commissions and departments of both Houses was the most significant orientation program in this parliament’s history. It was implemented targeting especially new MPs to raise and enhance their capacity on their roles and function as an MP in a democratic parliament in addition to build relationships and partnerships. Both days were attended by close to 200 participants.
- Workshop on “Cambodia’s 2009 National Budget and Poverty Reduction” in collaboration with the NGO Forum on Cambodia and CCLSP.
- Workshop on “Cambodian Parliament Marks the 60<sup>th</sup> Anniversary of the Universal Declaration on Human Rights” was a joint programme with the Senate and NA. The LEAP project worked

closely with the UNOHCHR and civil society groups to provide in depth information on the human rights situation in Cambodia while at the same time marking the 60th anniversary..

- Workshop on “Convention on Elimination of All Kind of Discrimination against Women (CEDAW)” with UNIFEM was attended by 150 participants acknowledging challenges facing women’s rights such as poverty, domestic violence, sexual harassment, human trafficking and sexual exploitation.

The three main challenges for the conduction of fruitful field trips were the moratorium placed on field trips around the national parliament election, the sometimes slow and not comprehensive requests especially from the NA and after the inauguration of the new Parliament the decision of the opposition to boycott the commissions.

## 2. Improve the capacity of the officials of the Secretariat General of both houses to deliver effective services to the parliament

In order to improve the service delivery of the secretariats to the MPs a quite comprehensive training programme was initiated to build capacity in 2008 which is to be continued and extended in 2009. In particular the following trainings took place:

- Legal research and analysis training with Centrum for International Migration (CIM) and Royal University of Laws and Economics I and II 25 legal research staff attended the three weeks course conducted by Prof. Dr. Hor Peng.
- IT training on software/hardware maintenance and networking  
Two week training, attended by 30 participants from both General Secretariats on computer components, security, basic networks and relevant software.
- Training on information analysis and presentation with members of the International Relations Department of both Houses focussing on methodological skills and attended by more than 20 participants.
- Khmer Shorthand (Hansard) 29 Senate and NA staff are trained to be able to follow and record the official business of the Parliament.
- Management and Strategic Planning I  
Assessment of the 40 selected participants from both Houses and preparation of course material took place in 2008 while the classes begin early 2009.
- IT Website training  
30 participants in two groups from both houses learned the basics of website design, preparation of website content and basic database design and administration.

The project provided resources for the following publications to be printed and distributed to the concerned stakeholders.

Printing of the adopted laws of the third mandate of NA

Printing of Strategic Framework and Action Plan for the Cambodian parliament

## 3. Management and Technical support for a competent and functional TCS

The TCS was established providing the first parliamentary office focused on the and charged with the implementation and coordination of programs in support of the Parliament’s Strategic Framework and Action Plan. Taking the role of implementing partner of the UNDP funded activities the capacity of TCS staff has been built through on the job training and under the guidance of the two UNDP Advisors. TCS team members also participated in some trainings organized for the staff of the secretariats.

For the first time as a direct result of LEAP support there is regular coordination and harmonization among the development partners taking place by the TCS office having established and is chairing the Parliamentary Development Partner Coordination Group. It creates opportunities for synergies, cost effectiveness and for the Parliament (TCS) to take more of a lead role in managing their own

development programs. All development partners have coordinated programs through the TCS including CIM, KAF, CCLSP, NGO Forum, UNIFEM, Insights for Action.

In addition, the TCS has been very successful in planning and executing joint activities with development partners already working in the Parliament like for the legal research and analysis training, orientation programme and budget analysis workshop. Moreover, with UNDP support the TCS was able to draw on support from other development partners interested in engaging with the Parliament, including UNAIDS, ILO, UNIFEM, IOM, UNICEF, UNOC, UNIAP, Inter-Parliamentary Union, National Democratic Institute (NDI) and numerous civil society groups. The TCS received also major input from Francois Duluc, Parliamentary Development Specialist UNDP New York, who visited to assess the needs of the NA in terms of legislative studies, research and documentation departments, evaluate current departments and recommendations to improve their effectiveness and a second time to participate in the project retreat to work with the team on suggestions and improvements for the AWP 2009.

## IV. Implementation challenges

### Project risks and actions

The Parliamentary elections end of July 2008 posed a potential risk of political instability to the project implementation. The normal political sensitivities multiplied before the elections as the project beneficiaries were involved in campaigning and also afterwards when the role of the Parliamentary opposition was debated and until the elections result was finally accepted. To avoid even the mere perception of supporting the grass-roots politicking UNDP imposed a three month moratorium on support to field activities under the LEAP Project. Another risk to the original implementation plan emerged after the swearing of the 4<sup>th</sup> Mandate and the election of the new NA commission chairs. In the 3<sup>rd</sup> Mandate the opposition members were part of and in fact chaired some commissions. However, in the fourth mandate the CPP chaired all the commissions and in response to this the opposition made a decision not to participate in the business of the commission in the NA. The commissions therefore became de facto one party and the LEAP project had to adjust accordingly to ensure that all MPs to parliament remained beneficiaries under the LEAP program. UNDP's mandate is to strengthen democratic institutions and the UNDP program could not therefore focus on providing capacity building support to one party only. UNDP attempts in 2009 to amend the project document to highlight the capacity building of individual MPs rather than the commissions. A prerequisite for such amendment is the establishment of a working project board to approve this amendment.(see below).

### Project issues and actions

The project implementation has been hampered by four major factors in 2008.

One: A Management and Operations Advisor who was appointed in February left the project in June and was only replaced in November, while the Senior Parliamentary Advisor was not appointed until end of July. The absence of the advisors, especially of the SPA, throughout a large part of the year delayed activity implementation significantly.

Two: The project document envisioned that the Project Steering Committee will provide guidance and act as decision making body for the implementation of the project. Unfortunately the PSC only meets twice per year, its size and composition with the chair of each of the 18 commissions from the two Houses plus the SGs and the fact that the PSC provides strategic guidance to all development partners active in Parliament left the project effectively without a working project board. This seriously hampered the implementation of activities in 2008 as the workplan (the activities were developed in 2007 by a group of people in UNDP who were not on board anymore when the SPA joined) could not easily be amended to adjust to the changing environment and

priorities. In the later part of 2008 the discussion with relevant stakeholders was initiated to establish a separate project board which much smaller and able to provide effective oversight and guidance and meet more frequently. The PSC would provide bi-annual oversight to all development partner programs to parliament.

Three: The AWP 2008 provides for a balanced if not slightly higher emphasis of activities benefiting the NA over the Senate. For reasons mentioned in detail above under risks the NA Commissions were not functioning for parts of the year. Therefore especially the number of field visits taking place was in favour of the Senate. This was partly compensated for by an increased number of workshops/events taking place in the NA naturally favouring the participation of the MPs from the NA.

Four: A proposed needs assessment for both secretariats has not been approved and conducted by the national partner. Such needs assessment focussing on the core personnel of both Houses would help the project with the identification of needs and priorities of each department and design its interventions accordingly. Currently the response of the project is more to ad hoc demands reducing planning time and limiting the chance for proper budgeting and implementation affecting the overall effectiveness of the project interventions and cost effectiveness.

## V. Lessons learnt and next steps

Lessons learnt

Recommendations

## VI. Financial status and utilization

Financial status

Table 1: Contribution overview [July 2007 – December 2010]<sup>1</sup>

DONOR NAME	CONTRIBUTIONS		CONTRIBUTIO N BALANCE
	Committed	Received	
UNDP	825,044	825,044	-
<b>TOTAL</b>	<b>825,044</b>	<b>825,044</b>	<b>-</b>

Table 2: Funding status (as of the end of the year)

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<sup>1</sup> The “resource overview” can be any kind of chart (a pie chart, for example, would be an effective way of demonstrating a funding gap).

## Financial Status

DONOR NAME	RECEIVED	EXPENDITURES			PROJECT BALANCE	EARMARKED**	AVAILABLE FUNDING (as of 1 Jan of the next year)	REMARKS
		Period Prior to the Reporting Year	Reporting Year Only	TOTAL				
UNDP	825,044	33,145	320,794	353,939	471,105	-	343,513	
								-
								-
								-
<b>TOTAL</b>		33,145	320,794			-		

\*The Received column in this table should match the figures in the column (of the same title) in the Resource Overview table.

\*\*The Earmarked column should specify if any donors have earmarked their funding to a specific activity or other requirement.

## Financial utilization

Table 3: Annual expenditure by activity [1 January – 31 December]

Activity	BUDGET [2008]	EXPENDITURES <sup>2</sup>	BALANCE	DELIVERY (%)
Activity 1 [Enhance representation through outreach activities]	<b>70,500.00</b>	<b>59,042</b>	11,458	84
Activity 2 [Improve law making process]	<b>18,000.00</b>	<b>19,408</b>	-1,408	108
Activity 3 [Strengthen oversight functions]	<b>14,000.00</b>	<b>32,393</b>	-18,393	231
Activity 4 [Enhance the capacity of assistants of commission to deliver effective services to parliamentarians]	<b>83,000.00</b>	<b>34,817</b>	48,183	42
Activity 5 [Management and technical advice provided for effective function of TCS]	<b>164,800.00</b>	<b>174,532</b>	-9,732	106
Activity 6 [Contingency Management]	0	<b>602</b>	-602	100
UNDP GMS (based on donor agreements)	0	0		
<b>Total</b>	<b>350,300</b>	<b>320,794</b>	<b>29,506</b>	<b>92</b>

Table 4: Annual expenditure by donor [1 January – 31 December]

<sup>2</sup> The expenditures for the year may be further broken down by quarters (four additional columns for quarters 1-4).



DONORS	ACTIVITY (as in ATLAS)	BUDGET [2008]	EXPENDITURES *	BALANCE	DELIVERY RATE (%)	REMARKS
UNDP	Activity 1: [Enhance representation through outreach activities]	70,500	59,042	11,458	92%	
	Activity 2: [Improve law making process]	18,000	19,408	-1,408		
	Activity 3: [Strengthen oversight functions]	14,000	32,393	-18,393		
	Activity 4: [Enhance the capacity of assistants of commission to deliver effective services to parliamentarians]	83,000	34,817	48,183		
	Activity 5: [Management and technical advice provided for effective function of TCS]	164,800	174,532	-9,732		
	Activity 6: [Contingency Management]	-	602	-602		
GMS [0]		-	-			
Subtotal [Name of Donor]		350,300.00	320,794.02	29,506	92%	
TOTAL		350,300	320,794	29,506	92%	

\*Remarks provided in the last column of this table should pertain to any notable aspects of utilization/delivery % vis-a-vis the relevant donor(s).

## Annexes

Multi-Annual Work Plan (or RRF)

Charts, tables and visual aids, with accompanying analytical descriptions (1-2 paragraphs per table/chart).