FINAL PROJECT REPORT

United Nations Development Programme
Cambodia
[Legislature Assistance Project]
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Project ID: 00056936
Duration: 2007 - 2010
Component (Strategic Plan): Country Programme Outcome 1:
Legislature and Civil Society are able to improve checks and
balances of the executive branch
Total Budget: USD 1,896,838.41
Implementing Partners/Responsible parties: Cambodian
Parliament, Technical Coordination Secretariat

Table of Contents

Abbreviations

ADHOC:	Cambodian Human Rights and Development Organisation
AIPA:	ASEAN Inter Parliamentary Assembly
API:	Advocacy Policy Institute
AWP:	Annual Work Plan
CAPPD:	Cambodian Association of Parliamentarians on Population and Development
CC:	Commune Councillor
CCSP:	Cambodian Civil Society Partnership
CCLSP:	Cambodia-Canada Legislative Support Project
CCWC:	Commune Committee for Women and Children
CEDAW:	Convention on the Elimination of Discrimination Against Women
CIM:	Centre for International Migration and Development
CMDG:	Cambodian Millennium Development Goals
CPAP:	Country Programme Action Plan
CPP:	Cambodian People's Party
CSOs:	Civil Society Organisations
D&D:	Decentralisation and Deconcentration
DIM:	Donor implemented
DPs:	Development Partners
DWA:	Department of Women's Affairs
DYD:	Dialogue on Youth and Democracy
EWs:	Entertainment Workers
FUNCINPEC:	National United Front for an Independent, Neutral, Peaceful, and Cooperative Cambodia
GFC:	Global Financial Crisis
GRD:	General Research Department
HE:	Her Excellency/His Excellency
HIV and AIDS:	Human Immuno-deficiency Virus and Acquired Immuno-deficiency Syndrome
HR:	Human Resources
HRMIS:	Human Resources Management Information System
ICASS:	International Cooperative Administrative Support Services
ICT:	Information Communication Technology
IOM:	International Organisation for Migration
IPU:	Inter Parliamentary Union
KAPE:	Kampuchean Action for Primary Education
KAS:	Konrad Adenaeur Stiftung
LEAP:	Legislature Assistance Project
M and E:	Monitoring and Evaluation
MCH:	Maternal and Child Health
MDGs:	Millennium Development Goals
MPs:	Member of Parliament
MoH:	Ministry of Health
MoWA:	Ministry of Women Affairs
MSM:	Men who have Sex with Men
NA:	National Assembly
NAA:	National AIDS Authority
NCHADS:	National Centre for HIV and AIDS, Dermatology and Sexually Transmitted Diseases
NDI:	National Democracy Institute
NIM:	National implementation
NGOs:	Non Governmental Organisations
OMA:	Operational Managements Adviser
OTJT:	On the job training
PSC:	Project Steering Committee
RGC:	Royal Government of Cambodia
SG:	Secretariat General
SOP:	School Outreach Program
SPA:	Senior Parliamentary Adviser
SRP:	Sam Rainsy Party
SND:	Sub-National Dialogue
TCS:	Technical Coordination Secretariat
TWGG:	Technical Working Group on Gender

UN:	United Nations
UNAIDS:	The Joint United Nations Programme on HIV/AIDS
UNIAP:	United Nations Inter-Agency Project on Human Trafficking
UNDAF:	United Nations Development Assistance Framework
UNDP:	United Nations Development Programme
UNESCO:	United Nations Educational, Scientific and Cultural Organization
UNFPA:	United Nations Family Planning
UNICEF:	United Nations Children's Fund
UNIFEM:	United Nations Development Fund for Women
UNODC:	United Nations Office on Drugs and Crime
UNOHCR:	United Nations Office of High Commissioner for Human Rights
UNMC:	United Nations Millennium Campaign
UNV:	United Nations Volunteer
URC:	University Research Company
WCSC:	Women Commune/Sangkat Councillors
WHO:	World Health Organisation
YCC:	Youth Council of Cambodia

Executive summary

The Legislative Assistant Project (LEAP) aims to support the Cambodian Parliament to further build its legislative, oversight and representative capacity through targeted initiatives to parliamentarians and Secretariats General staff from both Houses. The project builds on the successes of the previous United Nations Development Programme (UNDP) Support to the Capacity Development of Cambodian Parliament project. The key implementation partner is the nationally implemented (NIM) Technical Coordination Secretariat (TCS), housed in the National Assembly, with key beneficiaries being members of parliament (MPs), Senators and Secretariats General staff of both Houses.

The project supports the Country Programme Assessment Programme (CPAP) Outcome 1 'legislature and civil society are able to improve the checks and balances of executive branch'[1] by strengthening dialogue and liaison between parliament and the executive.

CPAP OUTCOME 1: Legislature and civil society are able to improve checks and balances of the executive branch						
Outcome Indicators	Baseline (2008)	Target (Dec 2009)	Achievement (Dec 2009)	Target (2010)	Achievement (Dec 2010)	Achievement (2008 – 2010)
Number of oral and written questions submitted to the executive	2	4	2	NA	NA	NA
Number of draft laws where civil society organisations (CSOs) are invited to give comments to parliament	1	4	2	4	4	7

The overall strategy was twofold: (i) to engage with the Commissions of both Houses as well as individual MPs via Commission and issue based initiatives and (ii) support initiatives for key SG staff to further build legislative, oversight and representative capacity. The project succeeded in achieving, or exceeding, the majority of output level targets.

Project OUTPUT 1: Strengthen the capacity of the members of both houses to better exercise their interrelated functions	
Output Indicators	Achievement 2008 – 2010
1.1:1 Number of constituents reached through parliamentary field activities	4,562
1.1:2 Number of stakeholders receiving parliamentary outreach materials through the TCS	2,433
1.1:3 Number of parliamentary media programs supported by LEAP activities	N/A
1.2:1 Number of dialogues with executive prior to adoption of law	4
1.2:2 Number of consultations held on draft bills with the public and CSOs	5
1.2:3 Number of expert briefings provided to parliament on draft bills	3
1.3:1 Number of parliamentary forums on relevant sectoral topics which include the executive	37
1.3:2 Number of MPs participating in budget related trainings or dialogues	216
OUTPUT 2: Improve the capacity of the officials of the Secretariat General of both houses to deliver effective services to Parliament	
2.1:1. Number of person days of training provided to staff of General Secretariats and TCS	3,698
2.1:2. Number of staff receiving IT training	158[2]
OUTPUT 3: Enhance capacity of TCS to promote, coordinate and implement development partner programmes	

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[1] Assessment of Development Results. Evaluation of UNDP contribution. Cambodia

[2] Cumulative counting.

3.1:1 TCS staff provided with professional training project management, financial management, monitoring & evaluation etc	73[3]
OUTPUT 4: Cross-cutting Objectives: Gender Empowerment and Equality	
4.1:1 Number of MPs & staff who receive briefings and/or training on gender equity and empowerment	607
OUTPUT 5: UNAIDS -Support to Parliament to engage in the national HIV response in Cambodia	
5.1:1 Number of briefings or forums on HIV/AIDS conducted	6
5.1:2 Number of field trips conducted focusing on HIV/AIDS	5

Whilst the project was unable to achieve one output related to parliamentary media programmes (it was not approved by the Secretary General of the National Assembly (NA)), this was compensated for by additional parliamentary activity in the form of 161 children, 361 youth and 21 indigenous people visiting both houses of Parliament with the visits to the National Assembly being the first ever for members of the public in the history of the NA.

Noteworthy additional outputs include:

OUTPUT 1: Strengthen the capacity of the members of both houses to better exercise their interrelated functions	
Additional outputs	Achievement 2008 – 2010
Field missions to provinces/regions enabling MPs and Senators to meet with local authorities and CSOs	40 (11 NA, 23 Senate and 6 issue based)
Senate regional forums enabling Senators to dialogue with constituents	8
Provincial prison visits enabling Senators to meet with prisoners, prison authorities and observe conditions	6
Number of school children, youth, indigenous people visiting both houses of parliament	755
Number of draft budget bill dialogues	3
OUTPUT 2: Improve the capacity of the officials of the Secretariat General of both houses to deliver effective services to Parliament	
Number of reviews/assessments of specific departments or functions	3
Number of draft policies, strategies and plans for Secretariats General	15

The project enjoyed an extremely high participation rate: 88% of NA members and 82% Senators participated in at least one LEAP activity. The participation rate was much higher for women with 100% of women MPs and Senators participating in at least one LEAP activity.

Importantly, the project supported improved interactions between Ministries and MPs. It enabled a Minister to attend parliament for a briefing for the first time ever. It also led to improved interactions between MPs and Ministries, with active Commissions and MPs writing and meeting with Ministry officials and the Executive on return from field missions to raise issues arising. Commission members and MPs were exposed to more issues and in depth discussions as a result of having dedicated meetings with CSOs during pre-departure briefings and field missions, an important requirement of the project.

Regional forums led to one-sub-decree 135 (providing for increased salaries of commune councillors and village councils) being developed and signed by the Prime Minister.

Secretariat General staff have improved their legislative analysis thanks to a series of training and guides developed by LEAP.

Gender training led to the Senate Women's Caucus receiving 10 written and 1 oral briefing using a gender analysis framework. MPs and Senators widely reported improved knowledge of Cambodian Millennium Development Goals (CMDGs) and how to achieve them, which were largely unknown at by MPs and Senators at the commencement of the project.

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[3] 8 TCS staff attended training courses 73times.

Finally, field missions and regional forums enabled MPs and Senators to meet ordinary citizens as well as marginalized groups e.g. Commissions 8 met People Living with HIV/AIDS (PLHA), Entertainment Workers (EW), an EW representative and Men who have Sex with Men (MSM), finding out about issues impacting on their lives and their work. It also enabled walk through villages

A critical success factor leading to achieving intended and additional outputs was a flexible and optimistic outlook to delivery of activities and leveraging informal networks within the parliament.

As is to be expected the project encountered implementation challenges. An ambitious project design coupled with a period of declining democratic space proved challenging. The design was broad in its scope and ambitious in its aims so the intention of achieving the project outcome within a relatively short time frame i.e. 3 years, was taxing. A baseline needs assessment with the Secretariats General of both Houses was planned but not approved resulting in the absence of baseline information to inform and target priority capacity building needs.

LEAP intended that the Project Steering Committee (PSC) provide overall guidance and act as a decision making body on implementation issues. However the PSC was supposed to meet biannually with responsibility to coordinate all DP activities. This meant the project effectively had no Board. A Technical Project Board was established in 2009 to overcome the PSC challenges however disparate opinions and a lack of consensus made it difficult to reach agreement on activities. Furthermore, there was a lack of commitment to implement activities at some levels in the project structure. A cumbersome administrative approval process coupled with last minute cancellation of previously agreed activities meant that the TCS invested considerable time and effort organizing activities with no tangible contribution to project outcomes.

The project experienced challenges in finding avenues to engage and support the opposition party following the outcome of the 2008 election. The commissions became de facto one party and the LEAP had to adjust accordingly to ensure that all MPs remained beneficiaries. Consequently the multi-party voice necessary to strengthen parliament was compromised.

Finally the technical capacity of the TCS was an issue. The project was designed and executed under UNDP's National Implementation (NIM) modality and implemented by the TCS. TCS staff have a good understanding of the inner workings of the Secretariats General however they did not have experience in donor funded or legislative strengthening projects, requiring significant and ongoing capacity building efforts.

The project was a valuable source of lessons learnt. Unexpected implementation challenges can and do arise so a flexible approach to instituting new activities assisted the project to achieve its goal.

Parliament remains the key to enhancing democratic practices and focussing on both Houses was worthwhile. The Senate was more open to agreeing to new activities which meant that cancellations negatively impacted on Senate achievements. Discrete activities and project budgets for both Houses may have overcome this.

Youth and school children visiting parliament has proven to be a popular and successful component serving to demystify parliament. Pre-departure briefings are essential in alerting MPs and Senators to key issues before a field mission, and field missions and regional forums invaluable however this 'package' could be complemented by a facilitated reflection session. In addition, supporting an expert to deliver a pre-briefing and accompany commission members on field missions enhanced dialogue and analysis and led to better discussion of issues during field missions.

Contracting the implementation of actual trainings and, importantly, follow up supervision, to non-government organisations (NGOs) worked well. Targeting senior management enhances buy in and requires ongoing diligence to ensure the correct people are targeted. Intensive follow up support ensures recommendations or agreements are implemented.

Supporting an entry point for CSOs within parliament is useful and credible, with a number of CSOs supporting the existence of the TCS. And finally, the DIM modality may have led to fewer implementation challenges and a culture of facilitating access to parliament rather than a culture of serving MPs and Senators.

I. Context

Parliamentary development recognises the vital role parliaments play in the development of countries. In doing so, LEAP contributes to the Royal Government of Cambodia's Rectangular Strategy and the National Strategic Development Plan (2006-2010) which places good governance as its cornerstone. Furthermore, LEAP is closely aligned with the goals and activities outlined in Parliament's 2006 Strategic Framework and Action Plan for the Capacity Building of the Cambodian Parliament which aims to enhance MPs roles in representation, oversight and law making and strengthen and development of the institution in the short and medium terms (2007-2009 and 2009 -2013). LEAP is designed to build on the experiences, lessons learnt and achievements stemming from the UNDP Support to the Capacity Development of Parliament which came to its natural end in March 2007.

'Good governance and the promotion and protection of human rights' a priority intervention area identified by the second United Nations Development Assistance Framework (UNDAF) 2006-2010 formed part of the conceptual foundation for LEAP. The project contributed to UNDAF priority 1 'to achieve significant progress towards effective participation of citizens, accountability and integrity of government in public decision making and policy implementation for the full realization of human rights and meeting the CMDGs, by 2010'.

In particular, the project contributed to Country Programme Outcome 1.1: Increased Participation of Civil Society and Citizens in decision making for the development, implementation and monitoring of public policies[4], by enabling citizens and CSO representatives to engage with Parliament, local representative bodies and state actors to input into the monitoring of policies and provide input into viable policy options.

The revised CPAP Outcome 1 pertains to 'legislature and civil society are able to improve the checks and balances of executive branch'[5] remains pertinent and has provided clear and valuable direction and informed activities. The expected CPAP Output 1.2 is capacity of individual Parliamentarians and General Secretariats is strengthened in legislation, oversight and representation.[6] The overall strategy has been twofold: (i) to engage with the Commissions of both Houses as well as individual MPs via Commission and issue based initiatives and (ii) support initiatives for key SG staff to further build legislative, oversight and representative capacity. The cross-cutting issues of representation, oversight and law making were built into both MP and Secretariat General activities.

Key development challenges to be addressed include (i) enhancing the interrelated functions of representation, law making and oversight for MPs of both Houses (ii) ensuring effective service delivery from SG staff of both Houses to Parliament and (iii) addressing management and donor coordination challenges to parliament. In doing so, it needs to be acknowledged that capacity building is a medium to long term endeavour, and the project has begun the journey to address critical needs within the National Assembly and to a greater extent in the Senate to enhance delivery of its three core functions (representation, law making and oversight).

The key implementation partner is the nationally run TCS, housed in the National Assembly, who worked alongside the National Assembly, Senate and Secretariats General of both Houses. The main stakeholders are UNDP as executing agency and provider of technical, management and financial assistance, parliamentary development partners including Centre for International Migration and Development (CIM), National Democracy Institute (NDI), Advocacy Policy Institute (API), Konrad Adenaeur Stiftung (KAS) and Canada-Cambodia Legislative Strengthening Project (CCLSP) as well as local implementation partners including Cambodia Civil Society Partnership (CCSP), Youth Council Cambodia (YCC), KAPE (Kampuchea Action for Primary Education) and UNAIDS as funder of some HIV activities.

Based on priorities identified in Strategic Framework and Action Plan for the capacity building of Cambodia Parliament, the proposal outline and building on previous projects, the expected

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[4] UNDAF 2006 – 2010, p.20.

[5] Assessment of Development Results. Evaluation of UNDP contribution. Cambodia

[6] Op cit. p. 16.

beneficiaries are MPs and Senators from the two Houses, Secretariat General staff from both Houses and nationally run TCS comprising staff from both Houses. It is also important to acknowledge indirect beneficiaries the project targets, specifically, NA constituents, namely ordinary Cambodian citizens and CSO representatives, and Senate constituents, namely commune councillors.

II. Performance review

Progress review

1. Overall progress towards the UNDAF outcome

The combined results of LEAP have contributed towards the achievement of the UNDAF outcome of progress towards effective participation of citizens, accountability and integrity of government in public decision making and policy implementation for the full realization of human rights and meeting the CMDGs.

- Facilitated 318 citizens, 2,632 commune councilors and 615[7] CSO/NGO staff to meet with MPs and Senators enabling dialogue, policy and legal issues to be discussed.
- Supported 37 parliamentary forums and briefings that provided an opportunity for CSOs/NGOs to raise issues and put forward alternative policy options.
- Supported 48 field missions and regional forums whereby Commissions met with CSOs and commune councillors and provided recommendations to provincial, commune councils and relevant ministries on accountability issues and policy options.
- Supported the first ever joint celebration of human rights day in both Houses to mark the 60th anniversary of the Universal Declaration of Human Rights with presentations from government, human rights groups and UN agencies.
- Contributed to the realisation of human rights by supporting 6 provincial prison visits for Senate Commission 1 enabling first hand observation of prison conditions, dialogue between MPs, citizens, prosecutors and judges on human rights issues, and supported International Human Rights Day celebrations and briefings. This cemented links with UNOHCR leading to a formal request from Senate Commission 1 to UNOCHR to conduct training on human rights investigations.
- A continuous engagement strategy with 27[8] CMDG activities focussing on CMDGs 3, 4 & 5 resulting in increased awareness of CMDGs through to greater support to increase the number of women parliamentarians.

LEAP complemented the work of other UN agency programs in achieving the UNDAF outcome, specifically (i) the UNAIDS mandate by engaging parliamentarians in dedicated HIV/AIDS measures (ii) the UNOHCR mandate by supporting human rights briefings with Senate Commission 1 on expropriation law and demonstrations law, and pre-departure briefings prior to field missions to Kampong Speu and Koh Kong and (iii) UNIAP by supporting a high level dialogue on the human trafficking law and briefings on human rights issues and (iv) UNIFEM by building capacity of women parliamentarians and collaborating on CMDGs related to the number of women elected to parliament.

2. Overall progress towards the CPAP outcome and output(s)

The combined results also contributed to CPAP outcome 'Reinforced democratic institutions which help create checks and balances on the executive power' and output 1.2 "capacity of individual MPs, commissions, and Secretariats General of both Houses strengthened in legislative, oversight and representation functions" by:

CPAP OUTCOME 1: Legislature and civil society are able to improve checks and balances of the executive branch						
Outcome Indicators	Baseline (2008)	Target (Dec 2009)	Achievement (Dec 2009)	Target (2010)	Achievement (Dec 2010)	Achievement (2008 – 2010)
Number of oral and written questions submitted to the executive	2	4	2	NA	NA	NA
Number of draft laws where CSOs are invited to give comments to Parliament	1	4	2	4	4	7

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[7] 45 CSOs (86 representatives) in 2008, minimum of 24 CSOs (342 NGO representatives) in 2009, 87 CSOs (187 representatives) in 2010.

[8] Please refer to the CMDG section in output 4.4 for a more detailed descirption of these activities.

Oral and written questions were usually submitted to the executive following field trips. Some Commissions held meetings with Ministers after field trips e.g. NA Commission 8 met with the Minister of Women's Affairs, senior Ministry of Interior officials and Ministry of Health officials following one field trip. In addition, up to 5 letters (e.g. Senate Commission 1) and/or telephone calls (e.g. Senate Commission 4) per field trip were made by most Commissions to Ministries outlining one or two key issues and requesting a response, occasionally seeking clarification on legal articles or providing policy options, depending on the commitment of the Commission and what is deemed to be a priority issue arising from the field trip. Finally, 1 NA Commission (4) and 2 Senate Commissions (1 & 8) reported writing to the Prime Minister's office on issues arising from LEAP supported field missions'. Issues arising from field trips that were raised in discussion with senior parliamentarians or posed to the Prime Minister via a third party, practices which may be more common in Cambodia, are not easily captured. One known example relates to interpretation of an article in the Penal Code was raised and responded to during an informal discussion with the Minister of Justice.

CSOs were invited to give comments to Parliament on the anti-corruption law requested by the Senate, the anti-corruption law requested by the minority parties, the budget law requested by the NA and the opposition party, the penal code, the D and D law, the inter-country adoption law andthe expropriation law.

LEAP collaborated with other UNDP programs in support of the CPAP outcome namely the (i) Democratic and Decentralised Local Governance Project by supporting 2 regional forums, 1 parliamentary briefing, 7 field missions[9] and 1 overseas study tour all of which foster a voice for commune councils, citizens and CSOs; (ii) the Access to Justice Project by supporting 1 field mission and 24 indigenous people from Rattanakiri and Mondulkiri to visit parliament to raise awareness of the challenges faced by indigenous people (iii) The Partnership for Gender Equity project by strengthening support to increase the number of women in parliament, women's leadership and decision-making skills via 5 regional forums, briefings for political parties and Ministry of Women's Affairs (MoWA) on temporary special measures and the (iv) Insight for Action project by supporting 2 briefings on economic competitiveness and extractive industries both of which form an emerging oversight issue.

3. Capacity development

LEAP's contribution to capacity development was substantial. Firstly, the project supported the following assessments/reviews: (i) the Duluc report on Resources, Research, and Documentation Departments of the Cambodian National Assembly and (ii) the Global Information Communication Technology (ICT) assessment. LEAP also provided support for the publication of the Senate 10 year self-assessment report.

A series of policy tools were developed in close collaboration with counterparts:

Output	Policy Tools	Status
MPs and Senators	10 year self assessment of the Senate	LEAP supported the translation and dissemination of this tool
	Draft Code of Conduct	Preliminary draft revised and submitted to Senate Special Committee Preliminary draft prepared with UNDP support for NA is yet to be approved
Secretariats General	Strategic Planning and Action Planning templates	Utilised by some offices in NA and Senate
	Draft Communication Strategy	Communication Strategy reviewed and endorsed by SG of Senate and Senators. Preliminary draft prepared with UNDP support for NA is yet to be approved
	Parliamentary website assessment	Endorsed by SG of both Houses
	NA and Senate website and intranet development plan	
	HRMIS manual (Senate only)	Finalised in November 2010. Too early to

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[9] 2 NA Commission 4 field trips, 4 Senate Commission 2 field trips, 1 issue based field trip.

		assess changes to policy.
	Legal Research Briefing template (Senate only)	Circulated to all Senate departments by the Secretary General for their information and reference
	Legal Research Citations guide (Senate and NA)	Ongoing development within the Senate
TCS	Guidelines for field trips	Adopted by TCS
Gender	Draft strategy to establish NA Women's Caucus	Not endorsed
	Legislative NAanalysis framework	Utilised by Department of Women's Affairs, Senate
	Budget analysis framework	
	Temporary Special Measures options paper	Under consideration by political parties
HIV/AIDS	Parliamentary Handbook on HIV/AIDs	Utilised by MPs and Senators and disseminated to commune councilors

The Senate Secretariat General developed a preliminary draft of Code of Conduct technical support in collaboration with the Working Group however it has not yet been endorsed by the Senate Special Committee.[10]   One research office in the NA provided a briefing on a Code of Conduct for Secretariat General staff.[11]

The Senate Code of Conduct incorporates the principles of integrity and honesty but does not extend to declaration of assets. Endorsement depends on political will and priority of the Senate. The NA Secretary General did not formally review the draft Code of Conduct.

In addition a number of policy tools directly related, but not developed by LEAP, were disseminated to parliamentarians e.g. a breakfast briefing disseminated 'Key Findings of the Competitiveness Study on Cambodia' by Overseas Development Institute and at a Decentralisation and Deconcentration (D and D) briefing in August 2010 launched Local Development Outlook a comprehensive analysis of local development trends and a rigorous review of policy and governance arrangements.

The project supported customised software development and implementation of one human resource management information system (HRMIS) for the Senate Secretariat General strengthening administrative and support functions and ultimately improving human and financial transparency.

'Capacity building' is a complex and multi-faceted endeavour. It is much more than simply 'training' although training forms a critical part of capacity building. Noteworthy training programmes included:
- 1 Orientation Program with 79 MPs (F18) and 26 Senators (F4) at the beginning of the 4th mandate outlining roles and responsibilities of MPs, oversight tools, oversight of budget process, parliamentary functions, through to the role of the opposition.
  "During our first mandate we were not aware of our 3 roles: representation, law making and oversight. Following the second mandate (in the Senate) we learnt about our representative function and realised we faced many challenges." Senate Commission Chair.[12]
- Oversight: 3 day seminar on Effective Oversight Tools[13] by the then Australian Opposition Party Leader enabled 20 Senators and 66 MPs (25F) to learn effective oversight techniques including parliamentary debates, the role of the opposition, and budget scrutiny and control.
- 37 technical briefings and seminars, alerting MPs and Senators to emerging and current issues e.g. global financial crisis and its likely impact on Cambodia, updates on D and D reforms and the impact on commune councils, a constituent of the Senate, through to future government funding implications in HIV/AIDS.

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[10] Interview with HE Kim Ly, Senate Secretariat General, 16 November 2010.

[11] Interview with NA Secretariat General staff, November 2010.

[12] Interview with Senate Commission Chair, October 2010.

[13] Delivered by 1 member of the House of Representatives, Dr Brendan Nelson, and 1 Clerk from the House of Representatives from the Australian Parliament.

Thematic trainings to SG and TCS staff were primarily informed by reviews/assessments as previously mentioned:

Theme	MPs	Senators	NA SG	Senate SG	TCS
Strategic management, planning, leadership			22	20	4
Legal research and analysis			45	33	5
Hansard/shorthand			13	15	
Gender	16	9	11	31	5
ICT			47	68	2
Communications/media			18	13	
English and analytical skills	1	10	56	30	7

Advances in the legislative environment was informed by the training recommendations in the Duluc report and supported by 2 legal interns leading development of a draft citation manual and briefing template. Improved practices also included legislative analysis briefings from a gender perspective and enhanced flow of information within the NA as a result of the intranet pilot project.

Training, on the job mentoring and coaching was augmented by 4 interns and I UNV: 2 on legal analysis, 1 UNV on English language training for the ASEAN Inter Parliamentary Assembly (AIPA) conference, 1 volunteer strengthening CSO collaboration and 1 intern on developing a roster of experts for MPs and Senators. OTJT is extremely effective as it allows time for advisers/volunteers to deepen understanding of the issues and the people, be accepted, develop targeted and relevant training programs and institute tailored and ongoing follow up actions.

The ability to replicate or share 'good practice' is also a proxy for capacity. Taking the Lead: Parliamentarians Engage with Maternal, Newborn and Child Health[14] highlighted women MPs in both Houses prioritising maternal mortality, the UNDP website featured a workshop on increasing the number of women in parliament[15] and HE Nem Thavy embracing youth visiting parliament featured as a headline for D&G on the UNDP website.[16]

4. Impact on direct and indirect beneficiaries

The project correctly targeted commissions and MPs, Secretariats General staff from both Houses working in priority areas of legal research, ICT, women's affairs and management and all TCS staff. Individual MPs were included during 2009 to overcome political obstacles and facilitate multi-party participation. LEAP enjoyed a high participation rate from direct beneficiaries:

Beneficiary	Participation rate
Members NA	88%[17]
Senators	82%[18]
Secretariat General staff of the Senate (training)[19]	26%
TCS staff (training)	100%

The beneficiaries, and indirect beneficiaries including citizens, CSOs and commune councillors also benefited from extensive geographical coverage:

Location	Coverage	Activity
Provinces	100% (24 provinces)	Field trips
Regions	5 out of 8 regions[20]	Regional forums

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[14] The Partnership for Maternal, Newborn and Child Health and IPU.

[15] http://www.un.org.kh/undp/pressroom/events/concerted-efforts-needed-to-bring-more-cambodian-women-into-parliament accessed on 10 November 2010.

[16] http://www.un.org.kh/undp/what-we-do/democratic-governance accessed on 10 November 2010.

[17] Measured as participation in at least one LEAP supported activity in 2009, according to sign in lists.

[18] Measured as participation in at least one LEAP supported activity in 2009, excluding regional forums.

[19] This rate refers to the number of training participants (denominator 719) for all Senate staff (permanent, contract and volunteer staff). The exact number of NA staff is not yet known so a participation rate cannot be calculated.

[20] KAS funded additional regional forums which complemented those funded by LEAP

NA and Senate Commission chairs interviewed heaped praise on the orientation program for MPs, promoting oversight training, facilitating youth understanding of and access to parliament, providing the opportunity to interact with CSOs, and meeting directly with and learning about citizen issues. Conversely, opposition party satisfaction was poor largely as a result of the composition of commissions (a political issue) and the process of determining priority activities.

MPs and Senators reported extremely high satisfaction levels[21]:

Category	1[22]	2	3	4	No. respondents
Effective partnerships with CSOs & citizens	0	0	4	3	7
Promoting CMDGs	0	0	3	4	7
Better representing constituents	0	0	1	6	7
Resolving some issues facing constituents	0	0	1	6	7
Quality of legal research that facilitates comments	0	0	3	4	7
Using the oversight tools I learnt about in my day to day work	0	0	4	3	7
Contributing more to overseeing national budgets and public finance mechanisms	0	0	0	7	7
Total (no's)	0	0	16	33	7

100% respondents (7 in total) reported the highest satisfaction level with overseeing national budgets and public finance mechanisms. This was followed closely by 86% (6 out of 7) reporting satisfaction with representing constituents and resolving some issues facing constituents.

Secretariat General staff of both Houses also reported high levels of satisfaction:

SG function	1	2	3	4	No. respondents
Strategic management and planning	2	2	4	3	11
English language classes[23]	1	5	9	2	17
Mass media	0	8	0	7	15
Research	5	0	3	10	18
Hansard	4	2	3	1	10
Total (no's)	12	17	19	23	71

Importantly, Secretariat General research staff displayed a high level of satisfaction with 72% of respondents rating their satisfaction level as either a 3 or 4. Conversely, the mass media trainees were almost evenly divided with 53% reporting level 2 and 46% reporting the highest level of satisfaction (level 4). It is unclear whether non-approval for the planned parliamentary media programs contributed to the lower than average satisfaction level among mass media trainees. The Hansard trainees also rated their satisfaction levels poorly. Again it is unclear whether they were dissatisfied with the training support or with the broader environment related to using Hansard in their day to day work or the inability to have parliamentary records published on the website.   It is worth noting that it was hinted that some dissatisfaction may be as a result of increased emphasis on supporting priority functions including legislative research and analysis and disappointment at not being targeted for English language training.

DPs exhibited a high level of satisfaction with LEAP, praising LEAP's ongoing ability to constructively engage with parliament.[24]   However they revealed a moderate level of satisfaction with TCS performance, generally praising the existence of the TCS and its integrated plan but sometimes conceding the response to coordination requests was slow. A few questioned the impartiality and neutrality of TCS staff.

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[21] Obtained from respondents who returned and completed the questionnaire, October and November 2010. Please note only 7 MPs and Senators responded to this question out of the 14 who completed the questionnaire.

[22] 1: a little; 2: mediocre 3: fair and 4: good.

[23] Questionnaire completed during the migration briefing for English language students, 28 October 2010.

[24] Interviews with Country Director, NDI and Country Director, KAS.

Key changes in beneficiary condition include greater awareness of parliamentary roles and responsibilities, of CMDGs and gender issues, and an improved willingness to meet with citizens and learn from CSOs. One Commission Assistant reported: "Follow up action has slowly increased with more Senate commissions beginning to identify solutions to the issues faced in the field."[25]

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[25] Interview with Senate Commission Assistant, October 2010.

Implementation strategy review

1. Participatory/consultative processes

LEAP's setup with the TCS where both SGs are Director and Deputy Director was consultative as well as participatory. The SGs, commission members, individual MPs and the staff were all involved in the planning and execution of activities. The Secretary Generals approved annual and quarterly work plans, as well as budgets and individual activities. Considerable effort was made to consult broadly ensuring that activities reflected the needs and issues facing parliament. Parliamentary briefings, forums and seminars and issue based field trips were designed to respond to specific issues requested by MPs and Senators.

Secretariat General training programmes were developed according to the needs assessment carried out with beneficiaries during 2008. Draft terms of reference for contractors were shared with Secretariat General staff for their feedback and post training meetings were held with participants to gauge their feedback.

The TCS organised 2 retreats to discuss implementation issues and inputs to the 2009 and 2010 AWPs and DPs active in the Parliament, the Coordinators from the Senate and NA and key Secretariat General staff also attended.

The demand driven approach to most activities, the project's close collaboration and frequent consultations with commission chairs, ruling and opposition parties, CSOs and UN agencies contributed to key stakeholders participating in most aspects of project implementation.

Multi-party consultation was more complex. The project structure was unwieldy so a smaller Project Board was established in early 2009, to enhance consultation and enable work plan adjustments according to changing priorities of the beneficiaries.

2. Quality of partnerships

LEAP forged a breadth and depth of partnerships ranging from MPs and Senators through to UN agencies and CSOs which enabled the project to tap into the expertise and knowledge of professional and credible networks.

LEAP forged relationships with 15 UN and specialised agencies[26] and with other UNDP programmes e.g. D and D, Access to Justice, at the local and central level strengthening cross fertilisation of ideas.

It opened the doors to MP consultation and collaboration with 87 CSOs; actively encouraged 13 commissions (69%) to meet with CSOs; instituted briefings whereby CSOs and academics briefed parliamentarians; and supported commissions to meet with CSOs in CSO offices at the provincial level.

LEAP made progress in leveraging support and forging partnerships between MPs and Senators and the IPU by funding technical support e.g. recruiting international gender experts and facilitating visits by 7 regional and 5 other parliaments[27] enabling the exchange of regional and global experiences and knowledge transfers.

The project adjusted its partnership strategy following the national elections of 2008 and entered into arrangements with 3 CSOs, namely CCSP, World Education/KAPE and YCC, to coordinate citizen based engagement, further strengthening the representative role of MPs and Senators and enhancing access to parliament. This ensured neutrality and enabled a range of ordinary citizens and school children to participate in the project. It also engaged NGO Forum to coordinate high level budget briefings alerting MPs and Senators to a broader view and opinions.

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[26] UNAIDS, UNICEF, UNIFEM, UNIAP, UNFPA, UNODC, UNOHCR, UNMC, UNDP, UNESCO, UNV, UNDESA, WHO, IOM, ILO.

[27] Vietnam, Laos, Timor Leste, Philippines, Malaysia (GFC meeting), Thailand, China, Australia, United Kingdom. Ireland. France and Italy (study tour).

In addition, the project worked with specialist organisations/consultants to deliver tailored training and support packages to Secretariats General staff. This approach led to improved results especially when participants were correctly targeted, when practical approaches were incorporated and when follow up activities and support was included.

The TCS initiated and fostered strong relations with 5 key DPs[28] meeting on a monthly basis, resulting in a series of co-sponsored activities taking place.   Major co-sponsored activities included the Orientation Programme for MPs in 2008 with KAS, CCLSP and CIM; self-assessment of 10 years of the Senate with KAS; through to CMDG3 week held in 2010 and jointly funded by ActionAid, UNIFEM, and UNMC.

3. National ownership

National ownership was inherent in the project's design and implementation. A letter of request from parliamentarians and senior staff for parliamentary development led to LEAP being designed in close collaboration with national counterparts and other stakeholders. The Strategic Framework and Action Plan for the Capacity Building of the Cambodian Parliament was the key frame of reference for LEAP activities as this document drives and coordinates key priorities for parliamentary capacity building.

Prime responsibility for implementation rested with the TCS and the Cambodian Parliament, the aim being to increase its sense of ownership. In practical terms, the project was run by the TCS, with a National Project Manager who oversaw work plans, reported to the two SGs and was subject to the overall supervision of the Parliamentary Steering Committee.

National partner contributions ranged from in-kind in the form of hosting activities, using parliament assets through to support of activities.

The majority of activities were demand driven: including all commission based field trips and all regional forums (topics for issue based field trips and parliamentary/breakfast briefings were taken from parliamentarian's suggestions contained in activity evaluation forms); training programmes for the Secretariat General staff; the human resources management information system and all of the training programmes for TCS staff.

However a number of activities, which were developed by the parliament and included in the Strategic Framework and Action Plan for the Capacity Building of the Cambodian Parliament and had been agreed to during the proposal stage and initially been given the go ahead, were cancelled at the last minute. National agreement, and hence national ownership, was not homogenous largely because of the disparate views which exist in large organisations.

4. Sustainability

Sustainability remains a challenge for the TCS, part of whose role was to lobby for development resources. Whilst donor aid to Cambodia has increased, the number of donors working with parliament has reduced from 5 to 4 over the last 3 years. Furthermore, existing donors such as KAS shifted their priority from the NA to the Senate and CIM reduced their NA engagement from 4 advisors to 1, primarily due to the perception that the Senate is more willing to engage with donors. Thus, lobbying for increased development resources in such a climate became unfeasible. In addition, poor coordination of activities led to few CSO requests for support or advice hampering the perceived effectiveness of, and commitment to, a broader role for the TCS.

A sustainability plan for the TCS has not yet been developed. Whilst the NA formally acknowledge the existence of the TCS, to date, there is no firm commitment from the Secretary General of the NA regarding continuation of the TCS. The Secretary General of the Senate has confirmed that Senate staff working in the TCS will return to the Senate at the completion of the project.

However it must be acknowledged that some good practices are likely to continue well beyond the life of LEAP. A number of commissions now value the input and expert advice provided by CSOs with many who participated in LEAP likely to continue to meet with them during future field missions and to

[28] KAS, NDI, CIM, API, and CCLSP.

continue to request expert briefings from them. The culture of actively pursuing issues arising from field missions and briefings continues to be developed with active Commissions alert to the need to pursue responses. The networks and linkages forged during the project have already led to requests for training and support e.g. Senate Commission 1 has requested investigative training from UNOHCR, further cementing links between UN agencies and Commissions.

Management effectiveness review

1. Quality of monitoring

Monitoring of outputs was augmented with the arrival of the SPA and OMA to include:

- Quarterly and Annual Project Reports complemented by weekly staff meetings on feedback and progress.
- TCS M & E officer collated evaluation forms from field trips, regional forums and training activities, primarily focussing on organisational and logistical feedback as well as eliciting suggested topics for future training. The M and E database, which was up and running by 2009, tracked quantitative activity and output level data.
- Narrative field trip reports were submitted by participating Commissions. A revised field trip report template was introduced in 2010 to strengthen articulation of issues, challenges and recommendations. By the final field trip, a new evaluation form was modified to focus on the objectives of the field trip, incorporating questions on key learnings and follow up activities.
- Pre and post testing of parliamentary knowledge was used in the school outreach programme and some training programmes (ICT, Hansard, English) for Secretariat General staff.
- Sub-contractors e.g. trainers and technical assistants submitted final project reports including an evaluation component.
- The project recruited a consultant to prepare minutes for some activities however no-one was able to be permanently recruited to write reports on all parliamentary briefings, forums and workshops so the results of these activities were not recorded or shared.

M and E was constrained from the onset as the planned capacity assessment during project start up was not given the go ahead, making assessment of project impact challenging.[29] Monitoring follow up activities was impacted by capacity and human resource constraints. One training session with Commission Assistants on how to better record follow up actions in field mission reports was provided in 2010 and a series of training initiatives provided to TCS staff to enhance M and E skills. This led to improved field mission reports and development of an M and E database. Unfortunately the project design did not incorporate expert M and E inputs during start up or project implementation and, as a result, successful outcomes are likely to be missed in part due to the high Secretariat General staff turnover and the reliance on recall.

2. Timely delivery of outputs

The majority of CPAP outputs were successfully delivered:

CPAP OUTPUT: Capacity of individual Parliamentarians and General Secretariats strengthened in legislation, oversight and representation (2010)						
Output Indicators	Achievement 2008	Target 2009	Achievement 2009	Target 2010	Achievement 2010	Total
Number of meetings/ briefings organized between members of Parliament and Civil Society/International Organization	23	35	83	NA	23	129
Number of constituents reached through parliamentary field activities	500	5000	1783	3000	2,279	4,562
Number of stakeholders receiving parliamentary outreach materials through the TCS	0	200	485	500	1,948	2,433
No. of parliamentary forums on relevant sectoral topics held	8	10	11	8	18	37
No. of person days of training provided to staff of General Secretariats and TCS	590	800 (25% women)	943 (23% women)	1500	2,165	3,698

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[29] Consequently, this report is premised on estimates of change based on a combination of qualitative data such as recall from key informants and focus groups, project records and other data.

The popularity of field missions, parliamentary briefings and forums and the CMDG fairs were key activities that contributed to the greater than anticipated success with the number of meetings between MPs and CSOs/international agencies.

The number of person days of training provided to Secretariats General staff and TCS staff in key competencies was above target due to ongoing capacity building requirements, especially in the English language, and requests from participants and Secretary General of both Houses.

Parliamentary outreach activities also proved to be incredibly popular, with school children, youth and teachers receiving the bulk of outreach materials.

The TCS did not develop 2008 targets prior to the commencement of the project. In 2009 five of the six outputs were achieved. The CPAP output related to the number of constituents reached through parliamentary field activities was the only output not achieved largely as a result of planned constituency dialogues not being given the final go ahead. In 2010, the same output target was not fully achieved, largely due to funding constraints which led to some requests for field missions not being supported.

3. Resources allocation

The project spent a total of 1,810,393.2 USD between 2007 and 2010 and about 51% of that were project costs used for national and international UNDP project staff and running of the project/TCS office. The overall operational expenditure is relatively high as the design of the project put considerable emphasis on internal capacity building through two international advisors of the Technical Coordination Secretariat, the staff of the Secretariat General and the members of Parliament. The TCS included 9 government, 4 UNDP staff, one UNV English trainer, one Translator and a temporary M&E consultant requiring a significant office size and equipment as well as significant ongoing recurring expenses for i.e. stationary, printing, telephone and internet connection.

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 to name just some 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 and cost free expertise in Cambodia and limit the use of consultants. A number of experts were identified through the Inter Parliamentary Union allowing the LEAP project to include high level expertise from outside Cambodia in its activities at moderate costs (tickets, DSA).

As highlighted in other sections a major obstacle for the efficient implementation of the project was the limited ability to plan activities well in advance (lack of Parliamentary calendar, shifting priorities etc.). In a number of cases activities were developed according to the work plans but the implementation was cancelled resulting in a waste of time and resources.

Overall, the results achieved justify the investment of resources as detailed in the tables below. Efficiency gains would have been possible through better planning and a less politically sensitive environment. A DIM implantation would also, to a certain extent, have resulted in a more efficient use of resources at the costs of reduced national ownership.

III. Project results summary

CPAP Outcome 1 pertains to 'legislature and civil society are able to improve the checks and balances of executive branch' and has 5 project outputs supporting this outcome.

Output 1: Commissions and MPs better exercise their interrelated functions such as representation, law making and oversight

1.1 Enhance representation through outreach activities

OUTPUT 1: Strengthen the capacity of the members of both houses to better exercise their interrelated functions						
Output Indicators	Baseline (2008)	Target (Dec 2009)	Achievement (Dec 2009)	Target (Dec 2010)	Achievement (Dec 2010)	Achievement 2008 – 2010
1.1:1 Number of constituents reached through parliamentary field activities	500	5,000[30]	1783	3,000	2,279	4,562
1.1:2 Number of stakeholders receiving parliamentary outreach materials through the TCS	0	200	485	500	1,948	2,433
1.1:3 Number of parliamentary media programs supported by LEAP activities	0	17	0[31]	N/A	N/A	0

1.1.1 Parliamentary field activities

There were 40 (11 NA , 23 Senate plus 6 issue based) field missions to 24 provinces with 13 out of the 18 commissions now holding dedicated meetings with CSOs during every field trip.

Commission Based Field trips			
Comn o.	NA no. field trips	Senate no. field trips	Key themes
1	0	3	Human Rights investigations including prison visits and land disputes
2	3	4	Budget bills, banking, tax and audit
3	0	0	Not applicable
4	4	2	National Defence, anti-corruption, migration, revenue collection and D and D
5	1	1	Trade and labour activities
6	0	4	Implementation of the legislation, court related issues, civil and criminal cases
7	0	3	Culture and tourism
8	2	3	Health including HIV/AIDS, MCH, anti-trafficking, women's affairs, domestic violence, child labour, drug issues in young people
9	1	3	Maritime traffic law, business registration, industry
Total	11	23	

NA Commission 4 and Senate Commissions 2 and 6 came in at equal first in terms of support, being granted support 4 times each. Three NA Commissions (3,6,7) and one Senate Commission (3) did not submit requests for supported field missions, largely because of the requirement to consult with CSOs. CSOs were thought to raise sensitive issues, something some Commissions or individuals preferred not to face.

Issue based field missions were introduced in 2009 to strengthen opposition party involvement and, naturally, MPs from all political parties were invited. Whilst topics for issue based field missions were directly related to suggestions received from MPs and Senators, e.g. land disputes, indigenous people, proved to be logistically challenging as a commission often sought ownership of the field mission, which was contrary to the intention of introducing issue based field missions to ensure multi-party involvement. As a result issue based field missions were not pursued during 2010.

Constituents: Civil society
The previous UNDP project did not require commissions to meet with CSOs during field trips. Interactions with CSOs increased over the course of the project from 45 NGOs (86 staff) in 2008 to 87 NGOs (187 staff) in 2010.

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[30] This figure was originally set at this level to reflect constituents reached under the planned constituency dialogue programme. The constituency dialogue programme did not go ahead as planned in 2009.

[31] The LEAP approved AWP included support for parliamentary radio programmes. However, the radio programmes were not approved by the TCS Director.

Key achievements:
CSOs were initially viewed with suspicion and commissions were reluctant to engage with them however one NA commission chair requested 1 or 2 days with CSOs rather than the 1 or 2 hours allocated. Another MP left open the option of direct contact with NGO staff by requesting a list with the name and contact details of all NGOs attending.[32] "Some commissions now meet CSOs even though the field trip is not funded by UNDP e.g. Senate Commissions 2, 4 and sometimes 8."[33]

CSOs are increasingly viewed as a key resource, providing expertise and quality information on grassroots issues, providing feedback and additional information on provincial government services and provincial level issues.   In addition, some CSOs working in remote areas not easily accessed by provincial or district authorities are able to provide valuable information on remote communities. [34] MPs and Senators have a better picture of the overall situation when they meet with all parties.

CSOs felt they were given more political weight and greater legitimacy when MPs/Senators met with them.
> "When MPs meet in our provincial offices it sends a message to the provincial authorities that we have their support. This happened in our Rattanakiri and Kandal offices to name a few places."[35]

SO consultations also led to some land grabbing cases being addressed. Discussing land grabbing at the provincial level sends a message to those engaged in land grabbing:
> "Land grabbing may not have stopped but we do sometimes see perpetrators are more fearful following our reports to Commissions."[36]

It also led to some cases being resolved:
> "During a field trip to Takeo it was reported that the Ministry of Environment was involved in irregular land grabbing to establish a conservation zone. I reported this to the Minister of Environment and the land was returned to the people."[37]

A key constraint was the sensitivity of issues meant that some issues arising and subsequent correspondence led to underreporting of follow up actions and achievements.

Constituents: Citizen engagement
- 318 citizen contacts comprising 159 in 2009 and 159 again in 2010
- 6 provincial prison visits by Senate Commission 1[38]

Key achievements
- Initially there was resistance to 'public dialogues' as engaging with citizens was thought to be sensitive. For example, the Chairperson of one commission did not initially agree to participate in a citizen dialogue however on return praised the success of the dialogue.
- There are few opportunities for MPs to interact and meet ordinary citizens in villages and find about the realities of day to day life. One MP stated that what she observed during a village visit was "different from official reports"[39]. Some MPs were surprised (and saddened) to meet with, and witness the ravages of, local villagers suffering from ill health: one woman had advanced stage breast cancer and could not access any treatment and a man who had not been able to have a temporary pin removed from his fractured leg. Another MP said that meeting with constituents made them aware of the shortfalls of government policy, something they were not previously aware of. [40]

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[32] Interview with CCSP, October 2010.

[33] Interview with TCS staff member, 18 October 2010.

[34] Interviews with CSOs, with Secretariat General staff.

[35] Interview with CSO representative (ADHOC), October 2010.

[36] Interview with NGO representative (ADHOC), October 2010.

[37] Interview with Senate Commission Chair, 30 November 2010.

[38] To Kampong Thom, Preah Vihear, Kampong Cham, Mondolkiri, Koh Kong and Kampong Speu provincial prisons.

[39] Interview with MP, November 2010.

[40] Interview with MP, November 2010.

- Improved knowledge and understanding of prison issues through dialogue and observation revealing overcrowding, poor access to medicine through to a shortage of judges leading to follow up letters with the Ministry of Justice and Ministry of Interior.
- Pre-departure briefings were held with NGOs and UN agencies to enable Commissions to ask relevant questions and make specific intervention requests with provincial authorities. The case of 2 people arrested for damaging property owned by a company granted a land concession was raised during a pre-departure briefing. UNOHCR and CSOs requested Commission 1 meet with the 2 victims. During the field trip Commission 1 invited the 2 victims who were on probation with fortnightly reports to the Court (entailing over 180 kms travel costing about $25 per visit) to meet with Commission members. The commission then met with provincial authorities and the judge of the provincial court and asked the court to reduce the punishment i.e. to either meet every 3 months or report to the police post in the commune. The court considered this request and agreed to allow them to report to the police post in their commune. The commission also followed up with the focal point NGO in Penh Phnom to ensure the court allocated a time for the hearing and then followed up with the court.

Key constraints included constituent dialogues not being able to go ahead as planned which reduced the opportunity for MPs and Senators to meet constituents and led to the 2009 target not being achieved. In addition, M and E constraints meant there was little provincial level follow up on agreed courses of action in prisons.

Constituents: Commune Councillors
There were 2,410 commune council contacts comprising 255 in 2008, 627 in 2009, 1528 in 2010 via workshops and 2 regional forums in 2008, 3 in 2009 and 3 in 2010.

Topic	No. forums	Regions	Total participants
Promoting the interest of Commune/Sangkat council in implementation of D and D	2	1 and 3	398
Promoting women commune councillors capacity, CMDGs and local development planning	6	1,2,3,4,7	1,086

Key achievements
- Facilitated meetings with Senators "Before the regional forums many Commune Councillors did not meet or even know their representatives.[41]"
- Commune Councillors did not meet with Ministries prior to 2007. From 2008, 5 Ministries attended forums and briefings and met with Commune Councillors: Planning, Finance, Interior, Rural Development and MoWA.[42]
- One common complaint raised by Commune Councillors that featured regularly in reports was low salaries. As a result, the President of the Senate wrote to HE Deputy Prime Minister Kit Chunn who then spoke with the Prime Minister. This resulted in one sub-decree 135 being issued by the Prime Minister (signed 25 October 2010) effective from January 2011 outlining salary increases for commune councillors and village councillors.
- Improved planning knowledge: "Initially I observed limited knowledge regarding investment planning with heavy reliance on technical support. Now the majority of Commune Councillors are able to do this planning. I have observed this and the provincial authorities also report this. [43]"
- More timely budget transfers. Tardy or no transfers from the finance department was a common complaint. "I observed that corruption has reduced for the 'development' category of funding (but not for the administrative category) for Commune Councils. Treasury is now also giving some guidance rather than just correcting the mistakes."[44]
- Please refer to the gender output for additional achievements.

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[41] Interview with Regional Department, Senate Secretariat General, 5 November 2010.

[42] Interview with Regional Department, Senate Secretariat General, 5 November 2010.

[43] Interview with Regional Department, Senate Secretariat General, 5 November 2010.

[44] Interview with Regional Department, Senate Secretariat General, 5 November 2010.

Key constraints include some critical issues outlined in field mission or regional forum reports appear not to have been addressed. One SRP commune councillor said that when she raises issues the response is poor. They reply that they will take this into consideration although nothing tangible has happened.[45] Another key constraint was that when MPs go to the field they rarely visited Provincial Parliamentary Offices, missing out on important constituent connections and feedback.

1.1.2 Parliamentary outreach materials
2,433 outreach materials were disseminated as follows:

Type of Material	Disseminated to
Cambodian Constitution	Library of both Houses, DPs, youth, students visiting parliament, partner CSOs
Internal Rules of the NA	MPs, Senators, Library of both Houses, youth, students
Internal Rules of the Senate	MPs, Senators, Library of both Houses, youth, students
MP and Senators name list	MPs, Senators, Ministries, DPs, youth, students, partner CSOs
Compilation of laws, treaties and conventions adopted in 3rd mandate (200 copies)	MPs, Senators, Secretariats General of both Houses, Library of both Houses, Ministries, DPs
Strategic Framework and Action Plan for the Cambodian Parliament	MPs, Senators, Secretariats General of both Houses, Library of both Houses, Ministries, DPs
NA brochure	MPs Senators, youth, students
Senate brochure	MPs, Senators, youth, students
Parliamentary Calendars (1,000 copies in 2009 & 1,000 copies in 2010)	MPs, Senators, Ministries, DPs, Embassies, Donors, CSOs
TCS Fact Sheet (Khmer and English)	MPs, Senators, Ministries, DPs, Embassies, Donors, UN agencies, CSOs
TCS Newsletter "Voice of Parliament"	Ministries, DPs, Embassies, UN agencies, CSOs
HIV/AIDs handbooks	Ministries, DPs, Embassies, UN agencies, CSOs
HIV leaflet	Ministries, Embassies

Relevant publications by other agencies were also disseminated e.g. The Declaration of Human Rights in the Cambodian Constitution by UNHCHR was given to participants during International Human Rights Day.

Noteworthy achievements include name lists were valuable in alerting constituents to their representatives: "Previously we did not know who our elected representatives were. We learnt this as a result of visiting the parliament and reading the names in the hand out. We would not know this if we did not visit parliament."[46]   In addition, legal documents developed by the project were observed to be used during field trips. During a Senate Commission 8 field trip to Banteay Meanchey, one Senator read one of the articles from the HIV law to clarify the law to provincial authorities and CSOs.[47]

Key constraints included the TCS newsletter "Voice of Parliament" receiving approval for one run only so it could not be published on a quarterly basis as planned. This meant that fewer people had the opportunity to learn about parliament, and the work of MPs and Senators. In addition, there was no opportunity to produce child friendly documents on the roles and responsibilities of MPs and Senators for school aged children.

1.1:3 Number of parliamentary media programs supported by LEAP activities

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[45] One on one interview with one SRP Commune Councillor, Kandal province, 12 October 2010.

[46] Interview with YCC representatives, 13 October 2010.

[47] Observation by Consultant, Banteay Meanchey, 17 September 2010.

This planned activity, which intended to link citizens to MPs and Senators enabling citizens and young people to learn of developments and for MPs and Senators to learn about constituent issues, was unable to proceed.

In order to compensate for non-approval of parliamentary media programs, new parliamentary activities with constituents were implemented comprising a school outreach program, enabling 320 school children to visit parliament; a youth a democracy forum enabling 411 youth to visit parliament and engage in mock debates and a targeted program supporting 24 indigenous people to visit parliament.

Additional output: 320 school children visit parliament
Parliament is no longer closed off to the public.   In 2009, the project facilitated parliamentary access to school children for the first time in the history of the National Assembly. A total of 320 (F181)[48] school children and 30 teachers (F13) from 13 provinces visited both Houses of Parliament.

The program was popular and considered to be highly successful. "It provided a unique opportunity for school students, some of which are far from major towns, and who did not even have the confidence to visit a commune council, to visit the Parliament, the leading democratic institution in the country."[49] One female student spoke of high rates of domestic violence in her community and asked whether a law on domestic violence existed. HE Ho Naun responded and passed on her telephone number encouraging the student to contact her directly to report on progress.

Students formulated their own questions about community issues. In one case, students from Mondolkiri spoke of logging and deforestation, and one CSO reported that this concern this might be viewed as a political statement, however coming from a student it was deemed to be apolitical and hence listened to.
It also served to break down negative stereotypes of rural citizens. One CSO representative said that the Senate seemed surprised that students from remote areas could ask informed questions. It also served as a learning opportunity for MPs and Senators e.g. some initially did not believe that students in Mondolkiri had a computer laboratory and participated in life skills education, promoting greater interest in schools and education.

This activity was implemented by KAPE. Good preparation, including transparent and balanced selection of female and male students plus an orientation program, led to informed questions and smooth running visits.

Additional output: 411 youth access parliament
At the end of 2009 the project paved the way for Cambodian youth to access parliament. One dialogue with youth to mark International Human Rights Day,[50]" saw an impressive 236 people attend (169 youth). LEAP built on this success by supporting NA Commission 1 to partner with YCC volunteers and run 3 Youth and Democracy Forums attended by 242 youth (F115) from 12 provinces[51].

Youth had participatory input into definitions of democracy and were asked and able to justify the points they made in a constructive environment where questions and diverse opinions are valued and respected. Mock debates held on 'Should Freedom of Information Legislation be introduced and should Affirmative Action legislation be introduced to help women achieve equality? 2 critical issues facing Cambodia. It introduced youth to debating, formulating a range of informed views based on evidence and knowledge of existing legislation, representing constituents and party and supported youth expression and diversity of opinion.

Some young people were inspired to enter parliament to adopt laws that better reflect community and young people's needs at the grassroots level. Young people have asked how to become an MP, asking

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[48] On average, Grade 9 although ages varied.

[49] Interview with World Education, October 2010.

[50] Hosted by NA Commission 1, "Promoting Democracy through Youth Participation", December 2009.

[51] Participating provinces were Kandal, Phnom Penh, Kampot, Pursat, Takeo, Kampong Speu, Svay Rieng, Kampong Cham, Siem Reap, Battambang, Prey Veng and Kampong Thom.

MPs how they got started in politics and what they should study to improve their chances of selection."[52]

The forum triggered youth to think about the role of Parliament. "I never used to think about Parliament. Now I realise the important role Parliament plays" said one young person.[53] Linking youth with elected representatives emphasised the representative function. Youth reported that their participation increased their confidence to raise issues with MPs. "Previously we were not confident speaking with MPs but now we are".[54] It also led to requests. Following one forum, a youth network wrote to their local Kampot MP, whom he/she met at the Youth and Democracy Forum, requesting funds for their community project.[55]

This activity was implemented by the umbrella youth agency YCC so was able to tap into existing youth networks around the country. It built on an existing democracy project supported by International Republican Institute which was a key factor in engaging committed and interested youth.

Additional output: 24 indigenous people access parliament
One visit of 24 (F8) indigenous people from Rattanakiri and Mondulkiri to the NA and Senate in 2009 to enable the MPs to obtain an increased understanding regarding indigenous people, their culture, livelihood systems, and particularly the challenges they face.   This visit was a follow up activity to an issue based field mission in collaboration with the UNDP Access to Justice Project to alert MPs to issues facing indigenous people.

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[52] Interview with YCC staff, October 2010.

[53] Focus group discussion held with 3 male youth volunteers: I from Kampong Thom, 1 from Kampong Cham and 1 from Battambang, 23 September 2010.

[54] Ibid.

[55] The request was submitted to the office of a Kampot MP in September, 2010 to purchase 15 chickens for breeding purposes with chicks given to local people for income generation (Prey Khmum commune, Teuk Chhou district, Kampot province).

1.2 Improved law making process

OUTPUT 1: Strengthen the capacity of the members of both houses to better exercise their interrelated functions						
Output Indicators	Baseline (2008)	Target (Dec 2009)	Achievement (Dec 2009)	Target (Dec 2010)	Achievement (Dec 2010)	Achievement 2008 – 2010
1.2:1 Number of dialogues with executive prior to adoption of law	1	3	2	2	1	4
1.2:2 Number of consultations held on draft bills with the public and CSOs	1	3	2	2	2	5
1.2:3 Number of expert briefings provided to parliament on draft bills	1	3	1	1	1	3

1.2.1 4 dialogues on draft bills

In 2008, 4 bills were passed; in 2009 22 bills passed[56]; and in 2010 11 bills were passed to July 2010. LEAP supported dialogue on 4 out of 37 draft bills:

- Dialogue on the parliamentary role in preventing and suppressing human trafficking and sexual exploitation with 119 people in attendance.
- 1 dialogue, initiated by NA Commission 6, on the Criminal Code draft bill with speakers from government and parliament. 94 MPs[57] from both Houses along with 31CSO representatives attended (total of 210 participants). This dialogue with the executive and CSOs, the first of its kind for the Parliament, but did not extend to a public dialogue.
- Inter-country adoption law attended by 53 parliamentarians[58] 23 CSO representatives with a total of 137 representatives enabling a productive discussion with more questions taken from audience.
- Anti-corruption law. NA Commissions 1, 4 and 6 met with the executive to discuss the law in March 2010.

A major challenge is that no formal amendments to draft bills were submitted and questions were more likely to be supportive comments rather than raising complex issues.

1.2.2 5 consultations with public and CSOs on draft bills

- Some MPs and Senators contacted CSOs to obtain information on draft bills e.g. minority parties contacted CSOs on the anti-corruption law, the Senate on the anti-corruption law, and on the penal code.
- 25 field trips were related to monitoring or disseminating legislation especially laws related to D and D, disability, HIV/ AIDS, anti- trafficking and expropriation law.
- Some Commissions also used field missions to gain informal feedback on forthcoming bills e.g. Senate Commission 2 field mission to Preah Vihear asked questions on the forthcoming law on financial management at the sub-national level, asking whether provincial authorities would require additional human resources. The Chairman noted that this provision is not included in the draft law and said he would raise this point when the bill comes before the Commission. NA Commission 4 elicited feedback on the forthcoming NGO bill with NGOs during his field trip, learning from CSOs that the timing is not right.
- MPs and Senators who replied to the final survey reported increased consultation on draft bills with the biggest increases reported with Ministry followed by CSO and UN agency consultations.

Commission Consultation with the following prior to passing legislation[59]					
	Relevant Ministry	CSOs/NGOs	UN agencies	Legal experts	Other
Before LEAP	50%	36%	36%	43%	43%

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[56] List of Laws passed by National Assembly of the Kingdom of Cambodia during the 4th Legislature. 2008 to July 2010. Khmer version.

[57] 30 (F5) MPs and 64 (F19) Senators attended.

[58] 28 (F4) MPs and 35 (F13) Senators attended.

[59] Information sources from MPs and Senators survey November 2010. 14 respondents out of a total of 184 so no firm conclusions can be drawn as this is not a representative sample.

	During LEAP				
During LEAP	79%	57%	57%	57%	43%

1.2.3 3 expert briefings on draft bills

LEAP supported expert briefings on draft bills including:

- Demonstrations bill with UNOHCR who performed a legal analysis on compatibility with human rights standards and highlighted areas of strongest concern.
- Anti-trafficking 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 enabling explanation of the content, meaning and impact of the bill.
- Enhanced linkages with UN agencies with Senate Commission 1 inviting UNOHCR to give a briefing on Anti-Corruption Law highlighting noteworthy points.
- Scrutinising legal frameworks: The anti-corruption law, which had already been passed, was highlighted during training on legal research and analysis with GRD of the Senate, providing an opportunity to impart information to 31 legal researchers.

Flow on effects from expert briefings included Senate Commission 1 recently requesting, of their own accord, training on human rights investigations including monitoring and investigative methods. Expert briefings were also a useful venue to highlight broader campaigns e.g. UNOHCR raised the case of prison allowance.

Additional output: Highlighting issues with existing legislation

Technical briefings and field missions were also used to highlight issues with existing legislation. For example, the Country Coordinator of UNAIDS highlighted concerns over the interpretation of the Law on Suppression of Human Trafficking and Sexual Exploitation during a HIV/AIDS briefing to MPs and Senators. During a dedicated HIV/AIDS field mission to Banteay Meanchey the Deputy Director of NCHADS was also able to point out the negative impacts of the above mentioned law on the government's 100% condom programme, highlighting that EWs are less likely to carry condoms and that CSOs are less likely to hand out condoms as it could be deemed to be evidence of trafficking.

Additional output: Clarification to existing legislation

In addition, field missions provided an opportunity to seek clarification on legislation e.g. during a Senate Commission 1 field mission a judge requested clarification on one article (452) pertaining to 'automatic release' of detainees in the penal code. The Commission wrote a letter to the Ministry of Justice requesting clarification. Soon after, raised in person with Minister of Justice during LEAP presentation on penal code and the Minister clarified this: it is the prosecutor who is responsible for automatic release. This information was fed back to the judge in Koh Kong.[60]

Additional output: Led to one Sub-Decree developed

Sub-decree 135 developed on increases to commune council salaries arising from large volume of complaints about low salary levels in regional forums.

Strengthening law making was one of the biggest challenges facing the project. Issues arising from field missions or briefings were rarely raised in plenary sessions and an example of formal amendments to draft bills being submitted could not be found. No ordinary citizens were invited to attend dialogues, and no public hearings were able to be held. The short turn around time to provide feedback on draft bills did not necessarily lend itself to any formal consultations in the field.

Interestingly, financial support for technical assistance to review draft bills was not requested even though LEAP had a budget allocation. In 2008, the TCS attempted to develop a roster of experts however a poor response from CSOs could not locate many experts. The roster of experts was partly superseded by CIM support as they have funded legal analysis of draft bills and the project facilitated access to academics and other experts through briefings and seminars.

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[60] Interview with Commission Assistant, Senate.

1.3 Strengthened oversight functions

OUTPUT 1: Strengthen the capacity of the members of both houses to better exercise their interrelated functions						
Output Indicators	Baseline (2008)	Target (Dec 2009)	Achievement (Dec 2009)	Target (Dec 2010)	Achievement (Dec 2010)	Achievement 2008 – 2010
1.3:1 Number of parliamentary forums on relevant sectoral topics which include the executive	8	10	11	8	18	37
1.3:2 Number of MPs participating in budget related trainings or dialogues	196	100	0	80	20[61]	216

1.3.1 37 parliamentary forums

Parliamentary briefings and forums proved to be immensely popular, alerting MPs and Senators to emerging issues and providing updates with key themes as follows:

- o Finance, economics and budget including 2 on oil and gas revenues, 1 on global financial crisis, 1 on country competitiveness, I on poverty reduction and the national budget and 1 on the anti-corruption unit
- o Human rights issues including 1 on land disputes, 1on legislation related to human trafficking, and 2 on human rights issues
- o CMDGs including 2 on achieving CMDGs, 3 on increasing the number of women MPs and 1 on reducing maternal mortality
- o Gender including 2 on CEDAW progress, 5 on promoting the capacity of women commune councillors and 3 on gender equity and empowerment
- o Others including 1 on D and D and local development, 1 on DP coordination and support, and 1 seminar on ethics and integrity in parliament

Key achievements included Ministers started to attend the NA to listen to LEAP briefings. Previously Ministers did not attend the NA. Briefings and dialogues provided a forum for a range of views, which would not usually be sought, to be heard.

"I presented at 2 forums enabling me to put forward alternative policy options i.e. commissions should recommend to government not to continue large scale land economic concessions but to return land to the poor people and impose a land tax. This way both the state and the poor benefit. Individual MP/Senators agreed with me completely. However no debate took place. During the commission meeting they were very enthusiastic but there was no evidence of discussion during the plenary sessions."[62]

The NGO Forum also articulated this policy option asking for investors who are granted long term economic concessions being required to pay a land tax to generate additional taxation revenue.

"I was not aware of this policy idea before and I thought it was a very good idea. It should also be included in a formal report from LEAP ...."[63]

The briefing on the Global Financial Crisis was timely and informed policy development:

"It increased our knowledge on the impact of the crisis and as a result we have tried to promote investment and reduce government bonuses. However we would like to have full day workshops on the issues to go into more detail."[64]

Please refer to the outputs section on cross-cutting issues outlining the benefits of gender and CMDG briefings.

1.3.2 Budget related training and dialogue

The first budget bill briefing took place in 2007. LEAP built on this by supporting:

- 1 dialogue on Budget Law in 2008 outlining the general budget of ministries and accompanying analysis by NGO Forum.

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[61] 20 MPs/Senators attended gender related budget analysis training. This does not include the 73MPs who attended 2011 budget law briefing.

[62] Interview with CSO representative (ADHOC), October 2010.

[63] Interview with NA Secretariat General official, 18 November 2010. He also suggested augmenting new policy options with formal reports generated by LEAP highlighting concrete suggestion so than these can be disseminated to the leadership to add more weight to this argument.

[64] Interview with Senate Commission Chair, 30 November 2010.

- 1 seminar on the National Budget and Poverty Reduction in 2009 incorporating information on budget planning processes and detailing components of a pro-poor budget focus.
- Coordinated the Budget Law 2011dialogue enabling additional revenue options to be outlined. This was attended by 199 participants including 25 Senators (F5), 48 MPs (F17) and 18 NGO staff.[65]
- Delivered gender related budget analysis training to 60 participants (9 Senators, 11 MPs).
- Supported 4 field trips enabling dialogues related to implementation and dissemination of the Budget Laws (2008 and 2010) by Senate Commission 2 to 5 provinces.[66]

Key achievements
Knowledge of financial issues, budgeting (including gender based budgeting) and regional issues has improved with parliamentarians exposed to alternative planning options (grassroots upwards) and alternative budget options. The Budget Law briefings provided an opportunity to highlight whether priority sectors were included and the high contingency allocation compared with other countries and that some items were allocated not in accordance with article 25 of the law.[67]
On amendments to budget bills:
> "Amendments are not easy but we do take the points into account. The change is gradual. We are understanding the issues by ourselves first [as a result of information in the briefings] and holding follow up meetings."[68]

The budget briefings also led to internal questions being asked.
> "I will raise the allocation of priority sectors e.g. education, rural development and defence in the budget bill tomorrow with the Secretary of State of the Ministry of Finance as I have a meeting with him about this."[69]

Field missions related to budget disbursements resulted in more timely disbursements to commune councils[70] and requests for more speedy approvals "I told one Provincial Governor to speed up the approval process for tenders as it was taking him too long. He listened and approvals are now more timely."[71]

Additional output: Improved knowledge of oversight tools
Oversight training was provided by the Clerk and the Leader of the Opposition from the Parliament of Australia outlining a range of tools at their disposal, including parliamentary debates, the role of the opposition, and budget scrutiny and control.
> "This alerted MPs that it is their role and responsibility to use their power as a parliamentarian."[72]

Field missions clearly led to improved oversight at the provincial level: :
- In some instances, issues were resolved at the sub-national level during a field trip. During a Pursat field trip in 2010, CSOs reported that people were paying 100,000 riel for motorcycle driving licences, well above the official price of 26,000 riel. As a result of discussions between the Commission and provincial authorities the price charged is now in line with the official price. The Commission informally monitors this on a regular basis with the CSO who raised the anomaly.[73]
- During a field trip to Banteay Meanchey and Pailin, it was reported that the Director, Provincial Finance Office, Pailin, was not passing on the full pension to disabled veterans. The Commission

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[65] 25 Senators (F5), 48 MPs (F17), 92 NA staff(F24), 6 media, 1 development partner, 6TCS Staff, 18 NGOs and 3 others.

[66] Senate Commission 2 re budget law and D and D law Q4 2008 Kratie; Senate Commission 2 re budget law and D and D law on December 2008 Takeo; Senate Commission 2 re budget law of 2007 and D and D Stung Treng Q1 2008; and Senate Commission 2 re budget law and D and D law Q1 2010 Preah Vihear and Kampong Thom.

[67] Interview NGO Forum staff member, 29 November 2010.

[68] Interview with Senate Commission Chair, 30 November 2010.

[69] Interview with Senate Commission Chair, 30 November 2010.

[70] Interview with Senate Chair, 30 November 2010.

[71] Ibid.

[72] Interview with Opposition Whip, 29 November 2010.

[73] One on one interview with NA Commission Assistant.

wrote to the Ministry concerned who in turn wrote to the provincial authorities ordering that the Director be dismissed. This requested was followed. [74]

- Please refer to the section on Commune Councils outlining achievements related to more timely disbursements, more timely tender approvals etc

Cohesive and active commission members who are willing to follow up on issues is a major factor contributing to these achievements.

Key constraints included Budget Law dialogues being tightly controlled impacting on the free flow of information. In 2009 TCS started working on a Budget Law dialogue but because the proposed tax on cars and increase in military spending were deemed to be sensitive, the dialogue was not allowed to go ahead.

During the Budget Law 2011dialogue, no questions could be taken as some speakers went well over their allocated time. It must be acknowledged that both knowledge generation and knowledge sharing activities are a good start, this has not yet translated into formal amendments. [75]

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[74] Interview with Senate Commission 1.

[75] Interview Senate Commission Chair, 30 November 2010.

OUTPUT 2: Improve the capacity of the officials of the Secretariat General of both houses to deliver effective services to Parliament						
Output Indicators	Baseline (2008)	Target (Dec 2009)	Achievement (Dec 2009)	Target (Dec 2010)	Achievement (Dec 2010)	Achievement 2008 – 2010
2.1:1. Number of person days of training provided to staff of General Secretariats and TCS	590	800	943	1,500	2,165[76]	3,698
2.1:2. Number of staff receiving IT training	72	80	0	0	86	158

Institutional Capacity

Please refer to capacity development section 11.3 (progress review) for information on institutional capacity development comprising 3 reviews/assessments and supporting development of 15 draft policies, strategies and plans.

2.1.1 Training provided to staff of General Secretariats and TCS

A multi faceted approach to complement institutional and departmental capacity development involved targeted, practical training courses which can be broadly based around the following themes:

Training Theme	No. NA SG staff trained[77]	No. Senate SG staff trained
Strategic management, planning, leadership	22	20
English and analytical skills	56	30
Legal research and analysis	45	33
Hansard/shorthand	18	13
Communications/media	18	13
ICT	47	68

Strategic Management and Planning

23 NA and 20 Senate staff[78] attended at least one of the 3 practical training modules: 1 on communication and 2 on strategic management and planning for parliament (correctly targeting 41 Directors and Vice Directors 22 from NA and 19 from Senate). Participants developed 5 strategic plans and 5 implementation plans for 3 imaginary and 2 actual departments during the training.[79]

Strategic planning exposed participants to the need to consult with and balance stakeholder demands
> "I learnt a lot about how to develop a strategic plan based on different stakeholder demands. I didn't know about stakeholders previously"[80]

It also led to The Senate Five Year Strategic Plan on Communications and Public Relations being developed and endorsed by SG and all Senators[81] and the Research Office of the NA developing informal annual, office level, action plans after attending the training.

It was initially intended to develop actual plans during the training however this was not possible within the National Assembly.

A contributing factor to strategic plans not being developed in the NA appears to be differences in planning formats.

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[76] IT training was incorporated into output 2.1.1 during 2010. For ease of understanding, it was reported on separately in 2010 even though it was not a separate indicator.

[77] These totals refer to the number of people trained. Some people attended more than one training course related to a particular theme so have been counted once.

[78] 22 NA and 20 Senate staff attended the first training module on communication; 23 (F1) NA and 18 (F6) Senate staff attended the 2nd training module on Strategic Management and Planning Part 11 and 11 (F0) NA and 20 (F6) Senate staff attended the 3rd training on Strategic Management and Planning Part 111.

[79] Complaints Advocacy Department; Health Department; Internal Audit Department; General Research Department; and International Relations Department.

[80] Senate Secretariat General staff member, final questionnaire, November 2010.

[81] Interview with Director and Deputy Director of Communications, Senate Secretariat General, 15 November 2010.

English
One UNV dedicated to English language training started in November 2009 for:

- 10 (F2) Senators and 1 MP (F1) from June to December 2010
- 41 (F10) NA and 15 (F5) Senate SG staff from November 2009 to December 2010 divided into (3 groups, 2 sessions per week for each group)

Classes were tailored to strengthen parliament's ability to host the forthcoming AIPI in March 2011 with a particular focus on enhancing MPs and Senators spoken English and SG staff's written English. MPs and Senators are now practising speech writing and public speaking in preparation for AIPA.

Key achievements

- In March 2010 phonetics and writing tests revealed that 33% of students scored 80 or more marks (high level); 58% scored 60 to 80 marks (middle level) and 10% scored 50 to 60 marks. The June test[82] showed considerable improvement with 100% scoring above 80 marks with the biggest improvement in listening comprehension.
- "This training is the most useful of them all as improved English for internal relations and for AIPI is beneficial to the parliament. It also enables participants to be exposed to new ideas."[83]
- The results of the training are palpable. The Chairperson of Senate Commission 9 headed a Cambodian Delegation to Vietnam in 2010 where she delivered her first ever public speech and responded to questions in English, all without the assistance of an interpreter.

Key constraints include combining students with different needs e.g. spoken, written, reading; with different purposes e.g. ASEAN English; and with different levels is not the most effective way to achieve good results. Poor attendance reflects personal commitment and the busy work schedules of trainees.

Human Resource Management Information Systems
The Secretariat General of the Senate employs 412 permanent and 317 contract and volunteer staff and, to date, has relied on a paper based HR management system. Consequently the Senate requested support to develop a HRMIS. The National Assembly has an established database to deal with human resources and did not request LEAP assistance to augment its HRMIS.

Key achievements

- LEAP supported the development and installation of one customised HR database and server enabling all staff details to be entered (name, department, role, qualifications, length of service, training received etc). The database enables HR analysis, facilitates better targeting of trainees for training programs and contributes to a more transparent Senate as it is automatically linked to the payroll function.
- LEAP also supported development of a manual on how to install, use and maintain the software for ongoing reference.

Challenges include HR database training provided to 23 HR and IT staff in late 2010 so it is too soon to comment on the end result. To date, HR staff have started to manually enter data. In addition, some outdated computers means that the new software performance is slow and sometimes hangs.

Documentation and Research
Training support included:

- Legal Research and Analysis Part I (May, 2008) to 22 NA and 26 Senate staff.
- Legal Research and Analysis Part II (September to October, 2008) to 0 NA and 26 Senate SG staff.
- Legal Research and Analysis Part III (13-30th October, 2008) to 22 NA (F10) and 0 Senate staff.
- Training on Parliamentary Research, Analysis and Professional Referencing (30 July 2010) to 24 (F7) NA and 7(F4) Senate staff using the already passed anti-corruption legislation as an example.

In addition, 2 legal interns (totalling 19 weeks) provided on the job training in legal analysis and support to the Senate General Research Department.

Senate achievements

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[82] Administered to 20 students who regularly attend English language classes.

[83] Interview with Human Resources Director, NA Secretariat General, 18 November 2010.

The GRD in the Senate was established in 2010 to analyse draft bills as well as provide social and economic impacts of draft bills. Prior to this the GRD was part of the library department and undertook analysis of bills but did not analyse economic or social impacts. Its scope of work was small and there were few staff.

- Cambodia lacks a uniform citation system and has a tradition of not citing sources of information but attaching references to the body of the main document. LEAP developed a draft citation guide for use by GRD staff which is being further refined by staff.
- Sourced credible economic and social indicators, some from UNDP, as a foundation for comparative analysis of the economic and social effects of draft bills.
- One research template was developed strengthening objective analysis and stimulating thinking by asking key questions rather than summarising aspects of draft bills. This research template was considered such a success by the Secretary General of that Senate that it was circulated to all SG staff and senators for reference.
- Institutional reform[84] in the Senate has led to some improvement with informal reports from the Secretary General that aide memoires are more timely. [85]
  One Senator also reported that "we receive briefings from the GRD. I notice that the quality has improved as I now do less of my own gap analysis [in addition to GRD's aide memoire] than I previously did." [86]
- "The types of questions asked by Senators of relevant Ministries indicate that aide memoires are being utilised [as the questions relate to the content of the aide memoire]"[87].

National Assembly
Consideration is being given to establishing a legal research unit reporting directly to the Secretary General.

A key success factor that improves quality is commitment at all levels, particularly at senior levels within the Secretariat General.

Constraints remain. One MP reported little improvement "I do my own research as the quality of research is not high."[88] Compounding the challenge is a preference for short aide memoires to enhance the likelihood of them being read making it challenging to include critical information for complex bills. And, as previously mentioned, LEAP set aside a dedicated pool of funds enabling MPs to commission research on draft bills however no proposals for support were received.

Hansard
Hansard training was considered a priority by the Secretariats General of both Houses that led to a high level request. 28 staff (13 NA, 15 Senate) F9 attended 2 training courses[89] in Hansard/Khmer shorthand with the intention of improving parliamentary transcripts.

Date	A[90]	B	C	Other
April 2009	17% (5)	12 (41%)	24% (7)	5 did not sit exam
May 2009	44% (12)	37% (10)	18% (5)	3 did not sit exam

Of the 11 survey respondents[91], 5 reported using Khmer shorthand at least once per year and 6 reported never having used it, irrespective of whether parliament is sitting, prior to LEAP. During LEAP 27% (3 respondents) reported that they have not yet used Khmer shorthand (including the 1 NA respondent) and 73% (8) reported using Khmer shorthand for their Hansard reporting.[92] The extent of

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[84] Please refer to institutional capacity section for additional information on GRD reform.

[85] Informal discussion with TCS staff, October 2010.

[86] Interview with Senate Commission 2 Chair, 30 November 2010.

[87] One on one interview with staff member from Senate GRD, 30 October 2010.

[88] Interview with NA member, 30 November 2010.

[89] 29 trainees from 27th October 2008 to 2 December 2008 and 28 trainees from 03-29 December, 2008

[90] A includes a total of 119 or more points for attendance, homework and test results, B 111 – 118, C 97 – 110 as developed and reported by the Khmer shorthand trainer, Professor Chann Sovann.

[91] 10 from the Secretariat General of the Senate and 1 from the Secretariat General of the NA.

[92] Survey conducted in November 2010.

shorthand applicability and usage is unclear in the NA as there was only one respondent out of a possible 13 who attended the training course. Furthermore, it is questionable whether the Khmer shorthand courses were useful given that Hansard is redundant in most countries around the world. Parliamentary transcripts are not yet uploaded onto NA or Senate websites.

Communication and Media
LEAP supported:
- Mass media training to 18 (F2) NA staff and 13(F4) Senate staff (28 staff in total) in 2009 and 2 Communication Strategy workshops with 28 (F5) NA MPs and 24 (F3) Senators[93] with 66 participants in total.
- Participatory development of 2 draft communication strategies, 1 for the NA and 1 for the Senate.

Key achievements
The Secretary General of the Senate requested the Director of Information Department establish a working group to revise the draft communication strategy. This led to the Five Year Strategic Plan on Communications and Public Relations being endorsed by SG and all Senators[94] and is scheduled to be published early next year.

Constraints
The NA did not proceed with consideration or revision of the draft communication strategy.

Additional output: Improved in house flow of information
In house flow of information promotes coherence among various commissions, houses, and secretariats within parliament. Duluc reported in 2008 staff training on computers and IT was insufficient, staff do not know how to optimally use Windows or conduct reliable internet searches, and that most NA SG staff rely on internet access via an internet café.

LEAP supported the Global Centre for ICT in Parliament to assess ICT operations in 2009. They made 10 recommendations including setting up and Advisory Committee, establishing and staffing an ICT department, developing goals and priorities for ICT, training program, ICT plan, modernise the intranet and seek support from other parliaments.

Training
- Hardware and software maintenance and analysis with 22 (F3) NA and 20 (F3) Senate staff
- Website development, management and maintenance with 15(F2) NA and 15 (F0) Senate staff

As a result of the Global ICT review recommendations LEAP prioritised training in:
- Joomla IT training to 9 (F1) NA and 8 Senate staff
- Training on network management (17 March to 12 April 2010) to 7(F1) NA and 7 Senate staff
- User course and work station management training (June to August 2010) with 9 (F1) NA and 7 (F0) Senate staff
- End user training for using PCs, Intranet Services, the Internet with 9 (F2) NA and 7 (F0) Senate staff

Senate achievements
- Institutional:
  - The Senate established an Advisory Group headed by Senator Chhit Kimyeat however the Group has not yet met.
  - The Global ICT review contributed to the Senate merging its internet cafe with ICT department and appointing about 20 staff. Previously the ICT Office was part of the Library.
  - Established and staffed a Content Management Office to manage documents published in the website.
- An advanced content management system was installed making it easier to upload documents. Prior to this no documents were published on the website. To date, there is little advancement in the number and type of documents published on the website however there is a plan to improve this.

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[93] Parliamentary Communication Strategy workshops held on July 22 and 24, 2009.

[94] Interview with Director and Deputy Director of Communications, 15 November 2010.

- Following the Joomla training, ICT department trained relevant Senate departments resulting in GRD developing its own website which will be linked to the Senate website.
- The Global ICT review led to ongoing cooperation with the Global ICT Centre with the Director attending the 2010 Global ICT conference.

National Assembly achievements
- "Prior to the 2008 courses on hardware and software maintenance, this function was outsourced. Following the training, no outsourcing of maintenance took place."[95]
- "MPs request for assistance with internet search functions has decreased largely as a result of on the job training and coaching to MPs and Commission Assistants."[96]
- A large scale ICT plan is currently being developed and it is anticipated it will be completed by the end of December.[97]
- Establishment of an ICT department is under consideration. As a temporary measure an ICT Taskforce has been established and is responsible for "architecting" the establishment of the new department and related structures and processes.
- The intranet uses Joomla so the ICT Office provides all technical and user support, while the departments through Content Editors (trained by the ICT Office) now create and upload content into the Intranet pages. The Intranet is in its infancy and now that the technology and skills are there the focus will be on content.
- Following an intranet usage course, Khmer language intranet piloted with 6 departments from April 2010 onwards with departmental monthly and weekly reports uploaded onto the intranet. In house information flows have improved largely as a result of intranet access.
- NA started to design its own website and its English and French versions have gone live. The Khmer version is pending.
- NA website recently started providing information to the public on forthcoming meetings and agendas.

Delays in the establishment of the intranet in the Senate is partly due to the ongoing renovation of buildings and the construction of a new Senate building. The Joomla training was particularly challenging as it was conducted in English yet Secretariat General staff generally have a poor grasp of English.

Participation in briefings, workshops, field missions
Commission assistants from the 13 participating Commissions were also exposed to issues arising during field missions and increased their knowledge as a result of attending pre-departure briefings, field trips and workshops.

Support to Parliamentary Caucuses
Please refer to Output 4.1 on Cross-cutting initiatives (gender equity and empowerment) detailing support to the informal Women's Group (NA) and Senate Women's Caucus.

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[95] Interview with IT Office, NA SG, 18 November 2010.

[96] Interview with IT Office, NA SG, 18 November 2010.

[97] Interview with IT Office, NA SG, 18 November 2010.

OUTPUT 3: Enhance capacity of TCS to promote, coordinate and implement development partner programmes						
Output Indicators	Baseline (2008)	Target (Dec 2009)	Achievement (Dec 2009)	Target (Dec 2010)	Achievement (Dec 2010)	Achievement 2008 - 2010
3.1:1 TCS staff provided with professional training project management, financial management, project monitoring and evaluation… etc.	0	7	14	18	59	73[98]

Additional output: 1 TCS Unit established and staffed
One TCS Unit comprising 5 (F2) NA and 5 (F2) Senate including the 2 coordinators located in each House was established in 2008 to manage donor coordination, aid effectiveness, and support Parliament to take charge of its own development agenda. The project benefitted from committed TCS staff who worked full days in the TCS office, even after the financial incentive was withdrawn to comply with revised government policy.

Output 3.1.1: 100% TCS staff provided with professional training
Considerable formal training was provided to enhance capacity.

Theme	No. TCS staff trained
Strategic management, planning, leadership	4
Legal research and analysis	5
Gender[99]	5
ICT	2
English and analytical skills	7
Financial and procurement management	1

In addition, substantial on the job training, coaching and mentoring was provided in parliamentary strengthening approaches from the SPA, financial and procurement management from the OMA, logistical support from SPA and OMA, communications from technical experts and monitoring end evaluation from the 2 M and E consultants. TCS was a "young baby who learnt by doing, in a supportive environment".[100]

Proxies for enhanced TCS capacity include:
- Greatly improved quarterly and annual project report content, now reporting according to UNDP report format, against outputs and indicators and including follow up activities.[101]
- Gradual improvement in M and E data collection with the TCS establishing its M and E database in early 2009 and revising field mission reports to incorporate recommendations and follow up activities with 1 information session for Commission Assistants in 2010.
- Improved confidence and initiative. At the beginning of the project TCS staff tended not to communicate or interact with each other or with advisers, often waited for instructions from senior management, did not have regular team meetings, did not Chair meetings nor deliver presentations. Staff have self reported that their skills and productivity have greatly improved.
  "Now we can implement major activities ourselves whereas before we were not able do this".
  "We have a better working environment, can now use email and have improved relations with NGOs and development partners."[102]
- 1 mid-term review (LEAP Strategic Planning and Team Building Retreat) with active participation from TCS staff, 4 DPs and SG staff openly reflecting on strengths, weakness and challenges resulting in foundation activities for 2010 AWP.

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[98] 8 TCS staff attended a training courses 73 times.

[99] Training on Gender Equality Mainstreaming, Training on Gender Equality Mainstreaming and Training on Women's Health, May and June 2010.

[100] Interview TCS staff member, 18 October 2010.

[101] In 2008, quarterly reports comprised 1.5 pages, were not in accordance with UNDP format and did not incorporate outputs, indicators or follow up activities.

[102] Interview with TCS staff member, October 2010.

- Provided technical and logistical support for all parliamentary field trips, regional forums, briefings, seminars and workshops.

Donor support: There are 5 DPs[103] working with Parliament, a reduction of one since the project commenced. Furthermore, those who remain have increased their focus on the Senate. It may not have been well conceived to have envisioned the TCS build donor support for parliament so the project sensibly focused on building TCS capacity to coordinate existing support and enhance DP collaboration.

Additional output: Development Partner Coordination and Assistance Meetings
Prior to LEAP there was no formal donor coordination mechanism or a designated unit responsible for coordination of donor activities. No- one shared information within the unit and no one knew what anyone else was doing. Since the LEAP supported DP monthly meetings information on activities is shared for the first time. Monthly meetings enabled sharing of information on assessments and evaluations and follow up activities between DPs e.g. NDI funded MPs to visit the USA to look at Extractive Industries issues but did not have provision for follow up so CIM organisational development adviser, took over and facilitated reflection sessions.[104]

Additional output: 1 "Voice of Parliament" Newsletter
- To improve communication on the role of parliament and the role of the TCS the "Voice of Parliament", which was intended to be a quarterly newsletter, highlighting representation, oversight and law making activities was sent to more than 100 stakeholders. One publication was achieved.
- The TCS also published parliamentary calendars for 2009 and 2010, internal rules of the Senate and National Assembly and name lists of MPs and Senators which were distributed to key stakeholders and visitors to parliament. Please refer to the output on parliamentary outreach materials for more information.

Additional output: Improved Harmonisation and Aid Effectiveness
- 1 joint statement drafted and signed by DPs and submitted to the PSC enabling Parliament to look at development support holistically, enabling gaps and synergies to be identified.
- The TCS drafted and updated an integrated work plan, a critical step in donor harmonisation, enabling DPs to share activity level information and plan accordingly.
- Opportunities for collaboration identified (including study tour to Italy, budget review, orientation program, democracy day, and Senate 10 year self-assessment).
- Duplication was avoided (many DPs were providing the same capacity building activities – such as legal training, legislative analysis training, research training etc.). DPs were able to co-fund activities and agree on areas of specialization.
- Conducted 1 briefing to Secretariats General on the donor work plan, raising challenges and recommendations to improve coordination.
- The TCS supported 1 PSC meeting[105] comprising members of the Standing Committee from each House. This was the first time the PSC had come together to look at multi-donor contributions to Parliament with 12 DPs in attendance and enabled Parliament to look holistically at the assistance they receive.
- In addition, 5 meetings were supported with the Technical Project Board[106] comprising SGs of NA and Senate and multi party representation (3 political parties[107]).
A key factor contributing to the success of TCS outputs was the professionalism and optimism maintained by advisers and willingness of staff to attend training sessions and to work full days.

Key constraints existed. PSC and Technical Project Board members had competing commitments which made regular meetings difficult to schedule. Disparate views and lack of consensus also consumed considerable time and effort. Parliamentary approval procedures are unwieldy and complicated and

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[103] UNDP, Konrad Adenaeur Stiftung, NDI, CIM, API, and previously CCLSP.

[104] Interview with NDI Country Representative, October 2010.

[105] Intended to have bi-annual PSC meetings. One meeting held in 2009.

[106] 0 in 2008, 3 in 2009 and 2 in 2010.

[107] CPP, SRP and FUNCINPEC.

the TCS is not authorised to work directly with MPs so must go through Secretary General resulting in considerable delays (or even a nil response).

Efforts to enhance communication between key stakeholders and the public and parliament were thwarted. The Secretary General of NA did not approve further publications of the TCS newsletter and a TCS website was never developed.

Theoretically it is a good idea to have coordination of technical inputs and a common entry/communication point. However the coordination service did not always work efficiently even though 1coordinator was based in each respective Secretariat General. This led to some NGOs not fully utilising the service.

OUTPUT 4: Cross-cutting Objectives: Gender Empowerment and Equality						
Output Indicators	Baseline (2008)	Target (Dec 2009)	Achievement (Dec 2009)	Target (Dec 2010)	Achievement (Dec 2010)	Achievement 2008 - 2010
4.1:1 Number of MPs and Staff who receive briefings and/or training on gender equity and empowerment[108]	182	300	218	60	207	607

4.1.1 607 MPs and staff receive briefings and trainings on gender equity and empowerment
Gender advocacy was mainstreamed with the issues of domestic violence, human trafficking, MCH, the number of women in parliament, and girl's education built field trips, briefing, seminars and workshops for optimal saturation. A series of 24 gender related briefings and trainings were conducted including:

- 1 Women's Leadership Retreat held in 2009 to increase women legislators capacity in leadership, communication, and networking and to consider the potential for the establishment of a NA Women's Caucus. This was followed up with a briefing on a draft strategic plan for the women's group in the NA.
- 2 workshops on CEDAW enabling questions to be asked about implementation and progress however no formal comments were made
- 5 regional forums targeting women commune councillors on promoting the capacity of women Commune Councillors in local development and MCH across 5 Senate regions
- Attending one International IPU conference on "Is Parliament Open to Women? An Appraisal". The cross-party delegation enabled 4 MPs to hear how parliaments around the world have dealt with issues of gender mainstreaming and discrimination so MPs can build on international experiences
- 6 roundtable discussions on ways to increase the number of women MPs including temporary special measures and 1 follow up briefing on options for increasing the number of women MPs in Cambodia
- 1 mini-course on women's health (6 Senators, 13 MPs)
- 2 trainings on gender based legislative and budget analysis and gender mainstreaming for 60 participants (9 Senators, 11 MPs)
- Pre-departure briefings for 4 field missions[109] exploring women's issues (health, maternal and child health domestic violence, trafficking) with Senate Commission 4, Senate Women Caucus, and Commissions 8.

In addition, research and logistics support was provided to NA Commission 1 to moderate a session and present a paper at the forthcoming AIPA, hosted by the Royal Government of Cambodia in 2011.

4 gender specific policy initiatives developed in collaboration with beneficiaries including:
- 1 draft strategy to establish a NA Women's Caucus. This was not endorsed by the NA.
- 1 Legislative analysis framework (Senate Secretariat General) used by the DWA in the Senate
- 1 Budget analysis framework (Senate Secretariat General) for reference by the DWA in the Senate
- 1 Temporary Special Measures options paper (targeting MPs, Senators and political parties)

Key achievements
All 34 women[110] MPs and Senators from both Houses participated in at least one LEAP activity targeting women with the majority of women MPs and Senators participating in most gender related activities. In addition, 32% of NA Secretariat General staff and 27% of Senate Secretariat General staff who participated in LEAP training courses were women.

	Pre LEAP[111] rating				During LEAP[112] rating			
	1[113]	2	3	4	1	2	3	4

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[108] Cumulative counting.

[109] 1 in 2008, 3 in 2009, 0 in 2010.

[110] Comprising 8 female Senators and 26 female NA members from 3 political parties.

[111] 10 to 11 respondents answered this section (depending on the question in the survey conducted in November 2010.

[112] 13 respondents answered during LEAP, indicating increased confidence and understanding of CMDGs.

Knowledge of gender equity	1	5	3	1	0	2	5	6
Knowledge of gender legislative and budget analysis	2	6	1	2	0	2	6	5

Whilst the number of respondents is small, self reported increase in gender equity was 40% pre LEAP increasing to 85% at the end of LEAP. The knowledge of gender legislative and budget analysis increased from 10% to an impressive 85% reporting level 3 or 4 knowledge.

Institutional capacity strengthened in the Senate Secretariat General with the establishment of the Department of Women's Affairs which now employs 30 staff to service the Senate Women's Caucus.[114] Previously there were no female heads of department in the Senate. It is perceived that because of the gender training exercises, women are now viewed in a better light and the Library Department and Department of Women's Affairs of the Senate now have women heads.[115] One NA SG staff member said
> "We have now seen women promoted to higher positions than they were before. We now have women Deputy Directors in the NA. This is partly due to the national policy as well."[116]

Women's voice within the Secretariats General is also being promoted:
> "Now women are given the chance to express themselves. We are encouraged to speak up at meetings whereas in the past we were not encouraged to do this."[117]

Prior to the gender mainstreaming and legislative analysis training the DWA did not undertake gender analysis of draft bills[118]. To date, they have provided 10 written briefings on draft bills and, more recently, 1 oral briefing to the Senate Women's Caucus. The questions asked by the Senators were general in nature.[119] The DWA is currently preparing its first briefing on the draft budget bill. Senator's attitudes are starting to change as they are beginning to listen to DWA staff. [120]

A strong Senate Women's Caucus that is more confident and taps into experience from countries in the region as a result of women's networking with Malaysian MPs.

The long-term effects of advocacy should not be underestimated. Students and youth have met women MPs, some not previously knowing that Cambodia had any women MPs.
> "I learnt that Cambodia has women MPs, something I was not previously aware of."[121]

Meeting women MPs has inspired young women and girls, highlighting much needed positive role models in women's leadership and encouraging girls to complete secondary or tertiary studies. It also began the process of overcoming negative gender attitudes serving to build the confidence of students, especially girls. On returning to their schools some school teachers were surprised that female students presented confidently and articulately.

The capacity development work ensured that men and women are represented in equal numbers with requests for 50% female attendance in LEAP sponsored activities, having female and male presenters in groups. Recruitment of female staff to the TCS reached 40% once the SPA and OMA had been recruited, although none of the women held senior positions.

Additional output: 27 CMDG related activities with 4,192 participants

Women and MDGs

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[113] 1: a little; 2: mediocre 3: fair and 4: good..

[114] Following the 2009 Senate evaluation, it was decided to establish the Department of Women's Affairs in the Legal Services and Collective Territory Directorate of the Senate.

[115] Interview with one TCS staff member, formerly from the Senate Secretariat General, October 2010.

[116] Interview NA Secretariat General staff member, 17 November 2010.

[117] Interview with Commission Assistant, National Assembly Secretariat General, 18 November 2010.

[118] Indeed they did not prepare any type of briefings on gender for the Senate Women's Caucus.

[119] Interview with DWA Senate Secretariat General, 5 November 2010.

[120] Interview with DWA Senate Secretariat General, 5 November 2010.

[121] Ibid.

Key CMDG activities include:
- Supported 2 CMDG fairs in parliament enabling 87 CSOs to display their materials and give relevant materials to 64 MPs and 47 Senators with 315 people attending
- 1 workshop, 8 roundtables, 2 parliamentary forums,1 briefing on introducing CMDGs, achieving the CMDGs, increasing the number of women MPs, and maternal and child health issues with 993 participants
- 2 trainings on legislative and budget gender analysis and gender mainstreaming with 60 participants (9 Senators, 11 MPs) to strengthen the quality of aide memoires with 60 participants
- 8 District Dialogues with 1,140 participants in Phnom Penh including 4 MPs and 31 Senators on CMDGs 3 and 5 and challenges in achieving CMDGs at village and commune level (total of 1,140 participants)
- 5 regional forums building women commune councillors planning capacity and information on CMDGs 3, 4, and 5 with 1,086 participants
- 2 Commissions 8 field trips with 543 participants to observe and discuss CMDG implementation at the provincial level [122]
- 2 youth mock debates with 115 youth on CMDG3 - women in parliament – exposing young people to gender inequalities and the contributions women make to parliament with 115 youth
- Supported one part time intern to work with Chairperson NA Commission 1 to prepare research on accelerating achievement for MDG 5 for the forthcoming AIPA conference.

Thanks to the impressive array of CMDG activities, MPs and Senators rated their pre LEAP and during LEAP knowledge on CMDGs as follows:

	Pre LEAP[123]				During LEAP[124]			
	1 [125]	2	3	4	1	2	3	4
What CMDGs are	1	7	3	0	0	2	3	8
How to achieve CMDGs	2	7	1	0	0	1	7	5

Of those who responded, 27% rated their knowledge of CMDGs at level 3 or 4 prior to LEAP whereas this increased to 85% during LEAP. Importantly, 10% rated their knowledge on how to achieve CMDGs at level 3 or 4, increasing to an impressive 92% at the end of the project. Key CMDG achievements include field missions first alerting MPs to critical issues on maternal mortality:

"My biggest surprise was to learn about the shortfall of the government when I meet directly with constituents. I learnt about difficulties accessing health centres, the absence of medical staff, no electricity in health centres at night and traditional birth practices that impact on maternal mortality. I met with the Ministry of Health on my return to raise these issues and more."[126]

In addition, one Senator met with Ministry of Planning to discuss CMDG achievement at provincial and district levels.

There was also increased knowledge of CMDGs with commune councillors. Pre and post testing in 5 out of 7 districts in Phnom Penh was undertaken with knowledge categorised accordingly: General understanding of MDGs, understanding of MDG 3 and understanding on MDG 5. Overall Chamkar Morn achieved the highest pre test results[127], whereas 7 Makara scored poorly in all 3 categories during the pre-test. Post test results revealed significant improvement in 7 Makara district across all 3 categories, with general understanding of CMDGs showing the biggest improvement.

Importantly, greater knowledge of budget options as a result of regional forums occurred. Some CCWC members did not know about increased CCWC budgets (from $200 to $1000 per month), finding out

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[122] 1 with NA and Senate Commissions 8 and women in 2009 (19 Senators, 5 MPs) – total 320 participants and 1 with Commission 8 to Mondolkiri in 2010 re CMDGs (223 participants – 5 MPs)

[123] 10 to 11 respondents answered this section (depending on the question in the survey conducted in November 2010.

[124] 13 respondents answered during LEAP, indicating increased confidence and understanding of CMDGs.

[125] 1: a little; 2: mediocre 3: fair and 4: good.

[126] Interview with NA Commission 8 member, 30 November 2010.

[127] Chamkarmon pre-test results revealed 67% general understanding of MDGs, 67% understanding of MDG3 and 68% understanding MDG5. Post test results revealed an increase to 80%, 69% and 77% respectively. 7 Makara pre test results revealed a low understanding of MDGs: 27%, 28% and 30% respectively increasing to 89%, 67% and 51% in the post test.

about this through regional forums.[128] This meant funds could then be allocated for family planning and maternal and child health activities.

Gender related CMDG activities led to follow up discussions with 5 commune councillors revealing that women participate more in MCH activities within the commune and within commune council meetings because they better understand family planning, birth spacing and MCH issues.

> "Before I didn't talk much in front of men but now we express ourselves more. The more I learn, the more rational our arguments are, the more I speak up, and the more we are listened to. Previously men did not listen much but after the regional forum men listened more."[129]

Providing a forum to discuss increasing the number of women MPs led to personal commitments from individual MPs to pursue an increased number of women MPs through political party selection processes. At this stage it is too soon to comment on the final outcome of this activity as discussions are ongoing.

A major success factor was, again, the high level of interest women MPs and members of Commissions 8 of both Houses displayed. They actively supported a range of CMDG initiatives.

Key constraints include traditional gender norms being deep-rooted so time is required to enhance understanding and change practices. "In public everyone says they support gender equity but when it comes to allocating positions to women they don't necessarily support it."[130] Considerable effort (over 2 years) to support establishment of a NA Woman's Caucus, including developing a draft strategic action plan by a technical consultant, culminated in women MPs deciding to pursue the previously dormant CAPPD. Finally, the ½ day training on gender mainstreaming and legislative analysis was introductory in nature and follow up training and support would be beneficial to further enhance the quality of briefings.

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[128] Interview with DWA Senate Secretariat General, 5 November 2010.

[129] Focus group discussion with 5 CPP women Commune Councillors who attended the Regional Forum to improve the capacity of Women Commune/Sangkat Councillors, 15 – 16 July, 2010, Kandal province, held on 12 October, 2010.

[130] Interview with one NA women MP, 20 November 2010.

OUTPUT 5: UNAIDS-Support to Parliament to engage in the national HIV response in Cambodia						
Output Indicators	Baseline (2008)	Target (Dec 2009)	Achievement (Dec 2009)	Target (Dec 2010)	Achievement (Dec 2010)	Achievement 2008 - 2010
5.1:1 Number of briefings or forums on HIV/AIDS conducted	2	2	1	2	3	6
5.1:2 Number of field trips conducted focusing on HIV/AIDS	1	2	2	2	2	5

5.1.1 6 Briefings/forums on HIV/AIDS

Briefings on the HIV/AIDS response enabled experts from the Ministry of Health, NAA, NCHADS and HIV specialist CSOs to present on different aspects of the epidemic, the impact of the epidemic, most at risk populations, to receive updates on progress culminating in a report on future financing options for the HIV/AIDS response in Cambodia. In 2 cases, experts who provided briefings attended the field trips enabling a continuous flow of expert analyses given to parliamentarians during field meetings. The final briefing on "2031 HIV/AIDs Financing study and Progress and Challenges on Implementation of Law on 21st December, 2010" reinforced legislative implementation issues and also alerted MPs and Senators to future funding issues and options. There were 74participants_including 4 Senators(F2), 24MPs (F11), 3SN Staff(F1), 14NA Staff (F7), 16 Ministries of Health/NAA and relevant stakeholders, 1UNAID, 1UNESCO and 1UNFPA.

5.1.2 5 Field trips on HIV/AIDS

There were 5 HIV/AIDS related field trips involving 605 participants over 10 provinces, with 2 visits to the high prevalence province of Banteay Meanchey. The focus was on strengthening the investigative eye of the national HIV response. Naturally, Commissions 8 were most active with 3 involving NA Commission 8 and 1 led by Senate Commission 8.[131]

- NA Commission 8 to Kratie[132] to oversee implementation of the Law on the Prevention and Control of HIV/AIDS including NAA participation (5 MPs (F2)
- Issue-based field trip to Kampong Chhnang, Kampong Speu and Koh Kong[133] on the dissemination of law on the protection and promotion of persons with disabilities, law on the prevention of domestic violence, and Law on the Prevention and Control of HIV/AIDS (4 Senators, 5 MPs)
- NA's women MPs and Commission 8 to five provinces[134] Kampong Thom, Preah Vihear, Oddor Meanchey, Banteay Meanchay and Pailin (9 (F7) MPs) on overseeing the implementation of CMDGs 3, 4 and 5
- NA Commission 8 to Mondolkiri on "The law on prevention and control of HIV/AIDS, the law on protection and the promotion of the rights of persons with disabilities and CMDGs" (5 MPs (F1) [135]
- Senate Commission 8 regarding the implementation of the Law on the Prevention and Control of HIV/AIDS to Banteay Meanchey.[136] (5 (F2) Senators)

Some field missions were augmented with follow up meetings with Commissions 8 and EW representatives enabling clarification of issues pertaining to the law, access to treatment and effective prevention measures.

Key achievements were plentiful. "The breakfast briefings worked well as they enabled UN agencies to openly raise critical issues related to MSM, injecting drug users and entertainment workers. We were able to present the shortcomings of the 2008 Law on Suppression of Human Trafficking and Sexual Exploitation and reinforce how legislation needs to be carefully considered before being adopted."[137]

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[131] Excludes the issue based HIV field trip in 2009.

[132] 36 participants, 2008.

[133] 111participants, 2009.

[134] 163 participants July 20th -24th, 2009.

[135] 28-29th July, 2010 with 223 participants. Co-sponsored by UNAIDS.

[136] 72 participants, September 2010. Co-sponsored by UNAIDS.

[137] Interview with UNAIDS Country Coordinator, 29 November 2010.

Field missions provided an opportunity for the Deputy Director, NCHADS, Prevention and Education, to raise challenges following the introduction of the 2008 Law on Suppression of Human Trafficking and Sexual Exploitation i.e. if a woman possesses a condom, it is assumed she is a sex worker and is arrested by police. This has led to women, especially Entertainment Workers, concealing their identity. One Senator was surprised to learn that police arrest women in possession of condoms and conceded that it is an obstacle for the 100% condom use program.

It was the first time CSO representatives[138] working with most at risk populations met with Senators. LEAP facilitated a series of meetings with most at risk populations. For the first time all 4 EWs had the opportunity to raise issues directly with Senators. Conversely it was the first time Senators had met with EWs. The EWs said it was worthwhile to have Senators listen to them. Enabled Senators to meet and learn directly from EWs and to hear from MSM.

Senators met HIV/AIDS patients in outpatient clinics, in HIV support groups and observed HIV/AIDS services available in provincial hospitals and clinics. MPs were able to directly meet with, and discuss, the day to day realities of life for those infected and affected by HIV/AIDS, giving them further insight into HIV/AIDS. One MP stated that the situation she witnessed in the village was different from official reports she had read.[139] Some MPs were surprised (and saddened) to meet with, and witness, the ravages of ill health in local villagers. They met with orphans being cared for by their grandparents whose parents had already died. When asked What have you learnt as a result of this field visit to Banteay Meanchey that you did not know before the field trip?[140] 2 Senators reported learning about NGO contributions to HIV/AIDS and the work of local authorities and 2 Senators said they learnt about challenges facing MSM and Entertainment Workers.[141] Indeed, two Senators learnt about EW and MSM support groups for the first time and said they were not aware of these groups existing in other provinces.

Law making responsibilities were reinforced through 5 legislative related field trips. They provided a forum for comments to be made on the effectiveness of the Law on the Prevention and Control of HIV/AIDS and whether it requires amendment; whether brothel closures and implementation of the Law on Suppression of Human Trafficking and Sexual Exploitation has led to EW hiding their identity; and finally about (Men who have Sex with Men) MSM and whether the number of MSM is increasing?

MPs and Senators have also learnt about critical HIV/AIDs issues. An insightful question from the Chair of Senate Commission 8 to hospital administration in Banteay Meanchey was on access to treatment and follow up of those who are unable to access treatment. Oversight was also strengthened. In reporting to provincial authorities, including the provincial governor, one Senator reminded them:

> "We were informed that some casinos enforce EWs to have a blood test yet this is contrary to the law. The law says this must be voluntary... There are some reports of EW changing their job from EW to karaoke workers which poses a difficulty in protecting people. We need to thoroughly discuss this and eliminate confusion when we enforce the law. We need to educate EWs to clearly understand why they should use a condom. "[142]

All 5 Senators from Senate Commission 8 reported asking written or oral questions to the Government on progress toward HIV/AIDS[143] with 3 out of 5 citing examples: 2 asked general questions (what measures have been taken to reduce the HIV epidemic?) and 1 Senator asked a specific question (Whether patients receiving anti-retrovirals regularly attend the clinic and what follow up measures are taken (if they do not turn up)?)

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[138] This pertains to 3 out of the 3 CSO representatives informally interviewed after the meeting.

[139] Interview with Executive Director, Management Advisor and Sub-National Dialogue Programme Officer from Cambodian Civil Society Partnership, the local NGO contracted to coordinate this dialogue.

[140] Result from questionnaire to 5 Senators participating in Senate Commission 8 field trip to Banteay Meanchey, October 2010.

[141] 1 Senator did not answer this question.

[142] Woman Senator, Senate Commission 8, Banteay Meanchey field trip.

[143] Result from questionnaire to 5 Senators participating in Senate Commission 8 field trip to Banteay Meanchey, October 2010.

Additional output 5.1.3 Parliamentary Handbook on HIV/AIDS
HIV/AIDS materials were developed to support improved understanding of the epidemic. A Parliamentary dialogue on "Parliamentary response to HIV/AIDs in Cambodia and the launch of Parliamentary Handbook" was held with 376 participants. The Handbook aimed to equip Parliamentarians with increased knowledge and information on the latest data of the pandemic in Cambodia. The LEAP project contributed to the development and printing of 100 copies of the HIV/AIDS Handbook in English, 500 copies in Khmer, and the redesign and printing of 5,000 copies of the HIV/AIDS Law brochure in Khmer. Of 5 Senators surveyed, all reported using the Handbook: 3 said they used it to disseminate information to local authorities, commune councils and citizens and 1 reported that the content was useful.[144]

A major factor contributing to the success of HIV/AIDS activities was the high level of interest and commitment in HIV/AIDS by members of Commissions 8 from both Houses. They welcomed meetings with NAA and NCHADS, CSO input, visits to villages and hospitals and meeting PLHA. In addition, the members of the Senate Women's Caucus were willing and able to work beyond party lines, fostering a kindred spirit to increase recognition of issues facing women.

[144] 1 did not report how he/she used the handbook.

IV. Implementation challenges

Project risks and actions

Project risk no. 1: Political – Lack of commitment to implement activities in all components
Issue: A cumbersome administrative approval process coupled with the last minute cancellation of previously agreed to activities meant that the TCS invested considerable time and effort organising activities with no tangible contribution to project outcomes. Activities included in approved AWPs and/or given the preliminary go ahead (include TCS Newsletter, developing a Communications Strategy with the NA, Issue Based Field Trip on Climate Change, Briefing on Corruption, Dialogue on draft Budget Law 2009, capacity building support for provincial offices, Parliamentary radio programme, parliamentary directory, support to establish a NA Women's Caucus) to name a few were substantially delayed or cancelled despite significant preparatory work undertaken by the TCS.
Action Taken: In 2009 LEAP submitted quarterly work plans in addition to the AWP to augment support however activities continued to be cancelled, often at the last minute. Where possible, activities went ahead as a Senate initiative. For example, a parliamentary breakfast briefing on Land Disputes and its Impact on Cambodia's Poor (2009), suggested by the TCS in response to topics nominated by Senators and MPs[145] was agreed to by the President of the Senate but not by the President of the National Assembly. This activity was able to go ahead as a Senate initiative with 26 Senators and 28 NA members attending (total attendance 107).

Project risk 2: Multi-party involvement to strengthen parliament
Issue: The project experienced challenges in finding avenues to engage and support the opposition party following the outcome of the 2008 election. During the 3rd Mandate commissions included members from 3 political parties (CPP, FUNCINPEC and SRP) and SRP chaired 2 NA commissions and FUNCINPEC chaired 2 commissions. However, in the 4th mandate the CPP chaired all commissions with membership open to 2 minor parties in 2 commissions. In response to this the opposition made a decision not to participate in the business of the commissions. The commissions therefore became de facto one party and the LEAP had to adjust outputs and activities accordingly to ensure that all MPs remained beneficiaries. 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.

Action Taken: UNDP attempts in 2009 to amend the project document (output objectives and indicators) to highlight the capacity building of individual MPs rather than the commissions. LEAP continued to dialogue with all parties and shifted support from Commissions to individual MPs around thematic areas for issue based field trips to adjust to the opposition parties decision to boycott participation in commissions in the NA. In addition, LEAP convened a new multi-party Project Board to provide guidance and oversight on project activities.

Project risk 3: Project activities are delayed due to delays in inaugurating new parliament after 2008 election
Issue: The normal political sensitivities multiplied before the elections as the beneficiaries were involved in campaigning and also afterwards when the role of the Parliamentary opposition was debated until the elections result was finally accepted.
Acton Taken: To avoid even the mere perception of supporting the grass-roots politicking UNDP imposed a moratorium on support to field activities under the LEAP Project from April to August 2008 and again in 2009 during the municipality and commune council elections.

Project risk 4: Technical capacity
Issue: The project was designed and executed under UNDP's National Implementation (NIM) modality and implemented by the TCS. Whilst TCS staff have a good understanding of the inner workings of the Secretariats General they lacked project management experience, donor and civil society networks, credibility within the broader range of stakeholders, had little understanding of legislative strengthening and insufficient knowledge of monitoring and evaluation practices.

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[145] Contained in activity evaluation forms.

Action Taken: The SPA and OMA, in their advisory capacity, focused on supporting training in English language to improve communication, Parliamentary Research, Analysis and Professional Referencing, gender, strategic management and planning, information technology, and instituted a continuous process of on the job training, coaching and mentoring in financial management and procurement, activity planning and logistical support. Due to the lack of financial management capacity, UNDP oversaw day-to-day financial management, to ensure the project complied with UNDP financial and procurement requirements.

Project risk 5: Administrative – Implementation of project activities is delayed due to late recruitment of project team (SPA and OMA)
Issue: Lengthy recruitment procedures, especially involving the SPA and OMA, contributed to delays in start up. One OMA was appointed in February but left in June 2008. By the time these two positions were filled in July and November 2008, respectively, the project had commenced some 9 months earlier. The absence of advisors for the best part of 2008 contributed not only to delays in implementation but to delays in establishing sound information collection systems.
Action Taken: The SPA and OMA up scaled activities in the latter part of 2008 and throughout 2009 and increased staff numbers on the TCS to accommodate increased number of activities.

Project issues and actions

Project Issue 1: Data collection challenges
Issue: A baseline needs assessment with the Secretariats General of both Houses was planned but not approved resulting in the absence of baseline information to inform priority needs and ultimately measure impact. Late submission of reports, narrative style reporting, insufficient information related to follow up activities, in some cases no recommendations and the uneven tracking of recommendations has meant that, with the passage of time and high staff turnover, some project results have gone unreported and hence unrecorded. The project design did not incorporate experienced M and E support at critical project points, rather it relied on up skilling the TCS to carry out this task. Furthermore, the confidential nature of parliamentary operations meant that outputs related to enhanced capacity of MPs and Secretariat General staff have been challenging to measure.
Action Taken: The TCS initiated a training needs assessment of Secretariat General staff focusing on self identification of training priorities. In addition, the field trip report format was revised in early 2010 to accommodate discrete sub-headings for issues, challenges, follow up actions with relevant Ministries or Offices. A mini-workshop held with Commission Assistants on how and why to complete the form was held. The quality of reports has improved. In addition, the M and E consultant preparing the final project report met with key stakeholders to draw out qualitative results as a proxy for capacity.

V. Lessons learnt and next steps

Lessons learnt

The project was a valuable source of lessons learnt.   Unexpected implementation challenges can and do arise so a flexible approach to instituting new activities assisted the project to achieve its goal.

Building trust and credibility with MPs and Senators takes considerable time and effort so there is a need to keep the door open to further build on established networks.

Parliament remains the key to enhancing democratic practices and focussing on both Houses was worthwhile. The Senate was more open to agreeing to new activities which meant that cancellations by the NA negatively impacted on Senate achievements. Discrete activities and project budgets for both Houses may have overcome this.

Cumbersome and unwieldy project structures and systems contribute to a lack of consensus, non-approval, delays or cancellation of activities. Engagement of key political parties cannot be assumed or be based on existing structures and systems beyond the control of UNDP as these are subject to change.

The orientation program and oversight seminar for MPs and Senators clearly enhanced understanding of the roles and responsibilities and should be an ongoing feature of future support. Pre-departure briefings are essential in alerting MPs and Senators to key issues before a field mission, and field missions and regional forums invaluable however this 'package' could be complemented by a facilitated reflection session. In addition, supporting an expert to deliver a pre-briefing and accompany commission members and MPs on field missions enhanced dialogue and analysis and led to better discussion of issues during field missions. Parliamentary briefings and forums were invaluable in alerting MPs and Senators to legislative and policy issues.

Youth and school children visiting parliament has proven to be a popular and successful component serving to demystify parliament.

Contracting the implementation of actual trainings and, importantly, follow up supervision, to non-government organisations (NGOs) worked well. Targeting senior management enhances buy in and requires ongoing diligence to ensure the correct people are targeted. Intensive follow up support ensures recommendations or agreements developed through training programmes are implemented.

Supporting an entry point for CSOs within parliament is useful and credible, with a number of CSOs supporting the existence of the TCS. NIM modality requires ongoing capacity building impacting on the speed, quality, and effectiveness of its work. Finally, the DIM modality may have led to fewer implementation challenges and a culture of facilitating access to parliament rather than a culture of serving MPs and Senators.

Recommendations

Consideration should be given to the following recommendations:

1. A capacity assessment of MPs, Senators and SG staff be undertaken as a discrete activity prior to considering developing a project proposal enabling identification of targeted and priority measures as well as serving as a baseline against which to measure impact.
2. Continue supporting both Houses in light of their complementary roles via discrete activities and funds commensurate with their absorptive capacity so that support to one House is not negatively impacted.
3. Develop key criteria to inform funding of activities. Possible criteria include:
   What would the parliament not fund themselves?
   What would further contribute to parliamentary strengthening? Likely answers include legal research and analysis, dialogues with civil society, human rights work and enhancing access to parliament.

Enhance access to parliament

4. Build on the youth and democracy forums by linking parliament with a range of youth networks and with Commissions 8 so youth can raise issues and develop flow on activities e.g. developing a petition, writing letter to MPs. Support follow up visits so Commissions 8 can visit youth in the field e.g. a youth forum at the local level.

Representation, law making and oversight

5. Schedule orientation programmes for new and returning MPs following each election and continue to support training programmes on oversight tools.
6. Consider piloting more focussed technical support to select and active multi-party Commissions. This could include training on human rights investigations to Senate Commission 1 through to supporting an expert to deliver a pre-departure briefing as well as accompanying commissions on field trips to enhance high level questions and analysis and informed recommendations.
7. Where appropriate, facilitate a post field trip reflection session with the relevant Commissions and MPs to discuss issues raised, the findings, and to agree on follow up measures and tracking of progress. This should be an ongoing feature of all field trips and regional forums.

Secretariats General

8. Where necessary (e.g. Commissions 1) build in a pre-departure investigative trip by commission assistants enabling enhanced briefing of MPS and Senators by assistants prior to field missions.
9. Intensify support for legal research and analysis to legal research departments, extending to commission assistants, and departments/units[146] responsible for legal analysis.

TCS

10. Support the TCS to further facilitate access of donors to MPs and Senators and of citizens to parliament.

Gender

11. Provide technical support to women MPs and Senators including gender mainstreaming beyond traditional 'women' topics, gender based legislative and budget analysis.

Monitoring and Evaluation

12. Develop a detailed Monitoring and Evaluation plan at the beginning of the project to guide M and E efforts.
13. Train and support commission assistants to monitor provincial level recommendations and agreements made during field missions and regional forums.
14. Support an adequately skilled M and E adviser to establish M and E systems, oversee implementation and partake in a range of key monitoring activities so that achievements are documented and disseminated.

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[146] The NA is planning to establish a new legal unit with 20 staff reporting directly the the Secretary General of the NA.

VI. Financial status and utilization

Financial status

Please note that the numbers on expenditures provided below represent actual expenditures in ATLAS up to 08 December 2010 as recorded on 8th December 2010 in ATLAS Detailed Expenditure Report. A separate line was inserted for the outstanding FACE/cash advance, expenditures not recorded in ATLAS yet and estimated remaining disbursement in December 2010.

Table 1: Contribution overview [start date of the project – end date of project]

Resources

DONOR NAME	CONTRIBUTIONS		CONTRIBUTION BALANCE
	Committed	Received	
UNDP	1,876,838	1,876,838	
UNAIDS	20,000	20,000	

Financial utilization

The figures in this section (budget, expenditure, and balance) refer to the full project duration.

Table 2: Expenditure by activity (as in Atlas format) [2007 - 31 Dec 2010]

Activity	TOTAL PROJECT BUDGET	CUMULATIVE EXPENDITURE	BALANCE	DELIVERY (%)
Activity1: Strengthen the capacity of the Members of both Houses to better exercise their interrelated functions	812,177.54	800,269.72	11,907.82	98.5
Activity2: Improve the capacity of the officials of the Secretariat General of both houses to deliver effective services to Parliament	398,690.75	374,116.17	24,574.58	93.8
Activity 3: Establishment of an effective functioning TCS	631,192.33	584,827.10	46,365.23	92.6
Activity 4: Cross-cutting Objectives	34,777.79	34,777.79	0	100
Activity 5: UNAIDS - Support to Parliament to engage in the national HIV response in Cambodia	20,000	16,402.42	3,597.58	82
Estimated expenditure: FACE/cash advance; not posted in ATLAS yet and remaining December		104,500		
GMS 7%		1,073.05	235.35	
Total	1,896,838.41	1,810,393.2 (exclusive estimate)	86,445.21	95.4