

ANNUAL JOINT PROGRAMME PROGRESS REPORT

REPORT COVER PAGE

<p>Date of Submission: 1st May 2009 Submitted by: Blaise Kilian, Joint Programme Coordinator, (UNESCO) b.kilian@unesco.org</p>	<p>Country and Thematic Window Cambodia Culture & Development</p>
<p>OPAS No. MDTF Atlas Award No: MDTF Atlas Project No: (please see MDTF web-site for new assigned numbers) Title: Creative Industries Support Programme</p>	<p>Report Number: 1 Reporting Period: 10 Sept.- 31 Dec. 2008 Programme Duration: 3 years</p>
<p>Participating UN Organizations UNESCO; UNDP; ILO; FAO</p>	<p>Implementing Partners Ministry of Culture & Fine Arts; Ministry of Commerce; Ministry of Industry, Mines & Energy; Ministry of Agriculture, Forestry and Fisheries</p>

Abbreviations and Acronyms:

List the main abbreviations and acronyms that are used in the report

CISP: Creative Industries Support Programme

HQ: Head Quarters

IP: Indigenous People

JP: Joint Programme

MDG: Millennium Development Goals

MAFF: Ministry of Agriculture, Forestry and Fisheries

MIME: Ministry of Industry, Mines & Energy

MoC: Ministry of Commerce

MoCFA: Ministry of Culture & Fine Arts

NTFP: Non Timber Forest Products

RGC : Royal Government of Cambodia

UNDAF: United Nations Development Assistance Framework

Programme Budget:

UNESCO: USD 748,604

UNDP: USD 818,826

ILO: USD 941,017

FAO: USD 791,553

Total : USD 3,300,000

I. PURPOSE

1.1 Provide the main outputs and outcomes of the program

The Creative Industries Support Programme has been formulated with the view of both preserving Cambodia's cultural heritage and promoting a better livelihood amongst the Cambodian poor living in the Kingdom's most remote provinces, with a strong focus on Cambodian Indigenous People. By increasing the income generated by the commercialization of cultural products (including handicraft, performing arts, Non Timber Forests Products – NTFP), it is hoped that the cultural producers will not give up on their traditions, which are often endangered. Thus, the CISP vows to link the preservation of heritage and the fight against poverty through the commercial promotion of creative industries.

To this aim, the CISP will develop a number of activities such as:

- Preserving endangered Cambodian IP traditions through the training of national institutions and the official recognition of Masters in a number of traditional disciplines;
- Fostering entrepreneurial skills amongst Cambodian IP producers of cultural products/ services through the expansion of the outreach of existing business development service providers or equivalent associations (such as NGOs) and the development of fair market networks;
- Strengthening and expanding the national and international commercialization of a number of selected cultural products/ services through the development of integrated competitiveness strategies and the professionalization of trade support services
- Increasing the capacity of local communities in sustainably managing their natural resources, their incomes and their networks.

As a result, the JP is expected to provide three main outcomes as follows:

1. Improved capacity of national institutions to preserve and develop Cambodia's tangible and intangible cultural heritage and living arts and promote its social and economic potential;
2. Improved employment opportunities and income generation in the creative industries through enhanced cultural entrepreneurial skills, improved business development services and market access;
3. Improved commercialization of local cultural products and services in domestic and international markets.

With regard to the above mentioned main outcomes the following outputs will be achieved;

- 1.1 National capacity to design, implement and monitor policies enhanced and programmes to realize the social and economic potential of the cultural sector will be developed.
- 1.2 Mentorship programme established to support artists and producers in strategic locations to refine their products/ services.
- 2.1 Fair and effective marketing networks established by groups and associations of artists and producers including ethnic/ indigenous minorities.
- 2.2 Improved business development service delivery to cultural entrepreneurs by member-based organisations and business development service providers.
- 3.1 Effective and streamlined implementation of trade legislation and export procedures for promising cultural products/services.
- 3.2 Integrated competitiveness strategies developed for promising cultural products and services.
- 3.3 Infrastructure created to promote cultural products and services through certification and quality control.
- 3.4 Linkages between national living heritages/ arts and their contribution to livelihood understood and used for product/ services promotion (i.e. relevant tourism magazines in English and Khmer).

1.2 Reference to how the program relates to the UNDAF and how it aims to support national development goals including the Millennium development goals

This Joint Programme aims at supporting the Royal Government of Cambodia in achieving 3 MDG which are:

MDG 1- Eradicate extreme poverty and hunger

MDG 3- Promote gender equality and empower women

MDG 8- Develop a global partnership for development

The above mentioned outcomes are in line with the National Strategy Development Plan designed by the RGC and with which the UNDAF is coherent, especially with regards to the following outcomes:

UNDAF Outcome 2: Increased and equitable access to and utilization of land, natural resources, markets, and related services to enhance livelihoods

UNDAF Outcome 3: The rural poor and vulnerable using their enhanced skills, abilities and rights to increase productivity

Furthermore, the Joint Programme is in line with the Rectangular Strategy designed by the Royal Government of Cambodia as major policy guideline since 2004 with an emphasis on economic growth, generation of employment and especially good governance in order to reduce poverty and achieve sustainable development.

At all levels, the four UN Agencies will work in partnership with four main Ministries: the Ministry of Culture & Fine Arts, the Ministry of Commerce, the Ministry of Industry, Mines & Energy and the Ministry of Agriculture, Forestry & Fisheries. The MoCFA will be the coordinating Ministry as well as the host Ministry for the JP Joint Office while the MAFF will host the JP Field Offices located in each target province. A number of other ministries will be punctually associated to the JP such as the Ministry of Women Affairs, the Ministry of Tourism, the Ministry of Rural Development...

Operational decisions will be taken during the Programme Management Committee comprising all four UN Agencies and partner Ministries as well as, on an ad hoc basis, associate Ministries.

2. RESOURCES

Financial Resources:

2.1 Provide details on any budget revisions approved by the appropriate decision-making body, if applicable.

As of 31 December 2009, no budget revision was proposed.

2.2 Provide information on additional financial resources obtained to fund the joint program or if there are other external sources of information from other donors (if applicable)

The JP will be funded by the Spanish MDG Achievement Fund thematic window for Culture & Development (total amount during 3 years: 3.3 million dollars). The RGC has expressed its intention to provide contributions in kind such as: a Joint Office in the MoCFA including electricity and air conditioning and three to four JP Field Offices in the province (located in the Provincial Department of the MAFF).

3. IMPLEMENTATION ARRANGEMENTS

3.1 Summarize the implementation mechanisms primarily utilized and how they are adapted to achieve maximum impact given the operating context

The implementation arrangements will include a phase of dissemination, consultation, field study and technical analysis as follows:

- Presentation and explanation of the JP to institutional partners, potential partner NGOs and local communities;
- Consultation of actors involved in the fields of cultural preservation and creative industries;
- Field trips to study and understand the situation in the JP target provinces;
- Technical analysis, the core of which being a Value Chain Analysis to provide technical inputs for the selection by the PMC of cultural products/ services to be supported within the framework of the JP.

However, the period from 10 September (JP starting date) to 31 December 2008 has been mainly devoted to preliminary phase of recruitment of the JP staff and procurement of the JP equipment.

3.2 Provide details on the monitoring system(s) that are being used and how you identify and incorporate lessons learned into the ongoing programme

The monitoring system to be used will be based on the Programme Monitoring Framework included in the Project Document. However, this Framework should be refined in a more detailed form. A regular follow up of the JP outreach and impact will be kept up to date by the JP team.

3.3 Report on any assessments, evaluations or studies undertaken.

From 10 September to 31 December 2008, no assessment, evaluation or study has yet been undertaken since this period of time has been devoted to the completion of administrative procedures, recruitment and procurement.

4. RESULTS

4.1 An assessment of the extent to which the program components are progressing in relation to the outcomes and outputs expected for the year.

In 2008, the programme components have not started to be implemented yet given the fact that the first three months were devoted to administrative arrangements.

Prior to the official starting date, activities were devoted to completing the formulation of the JP, gathering the necessary signatures, convening an inaugural PMC and finalize the administrative process with the MDG-F Secretariat.

Following the official validation of the JP, close contacts were immediately ensured with the MoCFA where space was swiftly provided for the Joint Office.

4.2 Main activities undertaken and achievements.

The main activities undertaken took place as follow:

On 22 May 2008, an inaugural PMC meeting was held with all stakeholders (4 UN agencies, and Cambodian partner Ministries). During this meeting, relevant focal points in each ministry were

introduced to the UN partners and the general outlines of the JP were discussed. They were also asked to ensure that their respective Ministers would sign the approved Joint Programme Document as soon as possible and the Joint Programme Coordinator was appointed.

All signatures were gathered by the end of May except one from the Minister of Agriculture, Forests and Fisheries. The Minister was only able to sign on 9 July. The delay was mainly due to his frequent absence from Phnom Penh in a time of electoral campaign but also to some interrogations he had about the content of the JP document, and which were eventually cleared by the FAO Focal Point and the JP Coordinator during a meeting at the Ministry.

Following the signature of the Joint Programme Document by all stake holders, several more weeks were necessary for the JP Coordinator in Phnom Penh and the MDG-F Secretariat in New York to finalize the administrative process leading to the release of funds. Some minor modifications to the JP document and budget were recommended and subsequently made, without however requiring that the JP document be signed again. The final Transfer Funds request was sent by the JP Coordinator to NY on 8 September.

On 10 September 2008, funds were transferred from NY to each agency's Headquarters. Most of the agencies' Field Office received the funds on 18 September. However, the FAO Phnom Penh Office only received its budget component on 1st November 2008.

As a result, the last quarter of Year 2008 was spent on the completion of administrative procedures, namely recruitment and equipment procurement. By 31 December, most of the Agencies JP staff was recruited except for UNDP.

In the meanwhile, each agency worked on establishing close contact with their partner Cambodian Ministries in order to inform them about the launch of the programme. The Ministry of Culture and Fine Arts immediately provided an office within which the Joint Programme team is now based.

4.3 Implementation constraints, lessons learned from addressing these and knowledge gained from evaluations and studies that have taken place in the course of the year.

Before the official starting date of the JP, the main constraint came from the fact that Cambodia was going through its fourth national election since the Paris Peace Agreements. This meant that most of the JP interlocutors, whether political leaders or civil servants, were busy campaigning and hardly available for meetings or, in one specific case, to sign the JP.

After the funds were released from New York to the partner Agencies HQ, the main constraint came from the administrative delays inherent to each Agency internal functioning: delivery of funds to the Field Office, recruitment process and procurement took sometimes a very long time to be completed.

Another difficulty to overcome has been the understanding of the JP itself, especially the Project Document whose terminology is not easy accessible to non-UN partners. To this effect, the JP has not only provided translations of the relevant documents in Cambodian but has also been planning series of meetings with a larger number of partners in Phnom Penh and in all the target provinces to present and explain the rationale and objectives of the JP.

During these times of delay, the JP team had to be creative and define what actions could be initiated in order to avoid being stuck from the beginning. Also, it was important for the JP team to maintain contact with the partner Ministries and ensure that they would not have the impression that the JP was not moving forward. The PMC was indeed not reconvened during the time of administrative arrangements (since no activity could be initiated yet) and it was important to keep contact with the Government counterparts to explain that work was underway and to preserve the credibility of the JP.

4.4 Key partnerships and inter-agency collaboration: impact on results.

In this very early phase, close working relationships with the RGC, especially with the MoCFA, was determinant to obtain the allocation of a Joint Office and to start working on the preparation of some components of the JP, especially the ones related to the safeguarding of cultural heritage.

From the inter-agency point of view, constant contact was kept to monitor the delivery of funds and to coordinate the procurement of equipment to be delivered in the Joint Office. However, internal regulations and delays pertaining to each Agency made it difficult for the JP team to solve matters at their own level.

4.5 Other highlights and cross cutting issues pertinent to the results being reported on.

5. Future workplan

5.1 Priority actions planned for the following reporting period to overcome constraints, build on achievements and partnerships and use the lessons learned during the previous reporting period

The following reporting period will be devoted to the dissemination of information, field study and technical study (cf. 3.1) during the first semester, to the launching of a number of activities involving local NGOs and officials from the partner Ministries during the second semester and to the elaboration and implementation of a communication strategy all through the year. For the latter, it was agreed that communication should be in phase with implementation in order to avoid visibility gaps.

Along with the elaboration and initiation of activities, the PMC will be convened on a more regular basis to be able to fully play its role of operational/ management body. The first PMC “operational” meeting will be the occasion for a launch event which will be design in cooperation with the UNRC Office.

The first panel of actions (dissemination) will allow the JP team to present the JP to potential partners and beneficiaries and to better understand the onsite situation. This is also a way to prepare actual execution of activities which have been delayed through administrative procedures. The second panel of actions (activities) will imply the involvement of GRC officials in order to promote an on-the-job training. The elaboration of the communication strategy will allow broadcasting the JP activities but also disseminating knowledge of the MDG to a larger public for both visibility and understanding of the MDG-F.

Given the fact that the technical studies necessary to start the selection of cultural products/ services to be promoted will not be completed before mid-Year, the JP will work on proposing other activities to the PMC to be initiated in the meanwhile, such as the establishment of cultural hubs in each target province (which is in line with the Project Document).

5.2 Indication of any major adjustments in the strategies, targets or key outcomes and outputs planned in the joint programme

Although the general orientation of the JP will be maintained during Year 2009, the Work Plan might be adjusted following the series of field trip undertaken during the first quarter of 2009. The onsite situation is indeed differing to some extent from what is described in the JP (e.g. absence of BDS providers but strong presence of NGOs, constraints due to the lack of food security in the communities which might

limit the amount of time to be invested in handicraft production, land issues, interesting potential for NTFFP representative of the target provinces culture and identity...).

Furthermore, the impact of the global economic crisis on Cambodia might spur the need for a readjustment of the JP outcomes. While the JP initially aims at increasing employment opportunities and income generation for Cambodian IP cultural producers, it might rather end up working to prevent an increase of the level of poverty amongst the target population. Therefore, the selected indicators to evaluate the impact of the project might eventually depend on the impact of the global crisis on the target populations.

Over Year 2009, the JP team will work and consider proposing adjustments to the PMC and NSC.

6. ANNEXES

Please include as an annex:

- 2009 work plan
- The color-coded work plan
- The Monitoring framework including the value of the indicators or in any case the baselines for each indicator
- Any communication, media and advocacy plans accompanied by materials that have been produced to support these interventions (news clippings, print materials, sample TV/radio spots, involvement of Goodwill Ambassadors/celebrities, etc.)

ANNEX 1

Creative Industries Support Programme Work Plan Year 1: state of implementation

JP Output 1.1 National capacity to design, implement and monitor policies will be enhanced and programs to realize the social and economic potential of the cultural sector will be developed											
Annual targets	Activities	Timeframe				UN Agency	Responsible party	Planned budget ¹			Comments
		Q1	Q2	Q3	Q4			Source of funds	Budget description	Total	
PMC established	1.1.1 Establish a PMC, chaired by the MoCFA which includes representatives from Joint UN Agencies, the MoWA, MAFF, MoC, MoT, and MIME	X				UNESCO	MoCFA	MDG-F	Int personnel Nat personnel Mgt support	500 434 65.38	The PMC hold a preparatory meeting in May 2008
5 MoCFA staff participated in 3 training courses, 2 technical missions	1.1.2 Identify officials within the participating Ministries for on-the-job training and capacity building	X				UNESCO	MoCFA	MDG-F	Int personnel Nat personnel Mgt support	3,000 738 261.66	Field Office only received funds on 18 September and implementation is still in the preparatory phase
Training materials on Convention finalized	1.1.3 Identify potential partners in selected localities (NGOs, member-based groups)	X				UNESCO	MoCFA	MDG-F	Int personnel Nat personnel Travel Miscellaneous Mgt support	3,000 773 700 200 327.11	Field Office only received funds on 18 September and implementation is still in

¹ Budget including 7% indirect costs

											the preparatory phase
	1.1.4 On-the-job training of officers of the MoCFA during the implementation, fine-tuning, and monitoring of the program.		X	X	X	UNESCO	MoCFA	MDG-F	Int personnel Nat personnel Training Equipment Travel Miscellaneous Mgt support	6,000 3,961 1,500 7,500 600 1,000 1,439. 27	
	1.1.5 Design training materials in Khmer language and training on the “Convention on the Protection and Promotion of the Diversity of Cultural Expressions.”			X	X	UNESCO	MoCFA	MDG-F	Int personnel Nat personnel Training Supplies Miscellaneous Mgt support	7,000 2,345 18,500 4,000 1,800 2,355. 15	
	1.1.6 Deliver training on the relevant UNESCO Conventions in strategic locations with special reference to areas where indigenous minorities are prevalent (UNESCO)			X	X	UNESCO	MoCFA	MDG-F	Int personnel Nat personnel Mgt support	2,500 2,173 327.11	
JP Output 1.2 Mentorship program established to support artists and producers in strategic locations to refine their products/ services											
Annual targets	Activities	Timeframe				UN Agency	Responsible party	Planned budget			Comments
		Q1	Q2	Q3	Q4			Source of funds	Budget description	Total	
Five LHT criteria recognized	1.2.1 Develop criteria specific to Cambodia based on UNESCO LHT criteria and a recognition process for LHTs that’s pluralistic in terms of ethnic diversity.		X			UNESCO	MoCFA	MDG-F	Int personnel Nat personnel Contracts Supplies Travel Miscellaneous Mgt support	10,000 4,064 1,600 2,430 1,500 500 1,406.58	
Twelve mentors trained in at least 3 disciplines	1.2.2 Identify DPs and mentors in these agencies for the preservation of the unique “savoir faire” in different		X			UNESCO	MoCFA	MDG-F	Int personnel Nat personnel Contracts Travel	5,000 1,119 4,900 1,500	

	cultural disciplines. (using for example resources such as ‘Start your own cultural or artistic business, ILO manual).								Miscellaneous Mgt support	1,500 981.33	
	1.2.3 Develop training materials (using for example resources such as ‘Start your own cultural or artistic business, ILO manual).			X	X	UNESCO	MoCFA	MDG-F	Int personnel Nat personnel Contracts Supplies Miscellaneous Mgt support	8,000 2,471 12,300 12,000 800 2,489.97	
	1.2.4 Train mentors for the preservation of the unique “savoir faire” in different cultural disciplines.				X	UNESCO	MoCFA	MDG-F	Int personnel Nat personnel Contracts Training Travel Miscellaneous Mgt support	6,000 3,906 4,200 12,000 3,000 800 2,093.42	
JP Output 2.1 Fair and effective marketing networks established by groups and associations of artists and producers including ethnic/ indigenous minorities											
Annual targets	Activities	Timeframe				UN Agency	Responsible party	Planned budget			Comments
		Q1	Q2	Q3	Q4			Source of funds	Budget description	Total	
10 associations trained based on needs assessment and 2 associations newly established	2.1.1 Identify existing and potential groups and associations of artists and producers	X				ILO	MIME	MDG-F	Int personnel Nat personnel Contracts Equipment Travel Miscellaneous Mgt support	14,000 5,159 2,000 5,000 2,200 800 2,041.13	Field Office only received funds on 18 September and implementation is still in the preparatory phase
10 groups in ethnic minority communities on fair trade networks	2.1.2 Undertake a needs and problem analysis amongst groups and associations of artists and producers		X			ILO	MIME	MDG-F	Int personnel Nat personnel Contracts Training	14,000 5,294 5,700 7,000	

									Travel Miscellaneous Mgt support	2,000 1,800 2,505.58	
2 exchange programme completed leading to improved market access for at least 2 groups	2.1.3 Develop and test training materials for group formation and association building (based on existing ILO materials “Group Formation” and “Managing Small Business Associations”)			X	X	ILO	MIME	MDG-F	Int personnel Nat personnel Contracts Training Supplies Equipment Miscellaneous Mgt support	12,000 3,014 5,000 5,000 5,000 5,000 500 2,485.98	
Survey of supply and demand for financial services completed	2.1.4 Strengthen the voice and representation of artists and producers through training on group formation and association building			X	X	ILO	MIME	MDG-F	Int personnel Nat personnel Training Travel Miscellaneous Mgt support	4,000 2,592 10,000 900 1,200 1,308.44	
Target areas and potential products identified and a market survey conducted	2.1.5 Deliver direct support services to groups and associations of artists and producers based on the needs and problem analysis			X	X	ILO	MIME	MDG-F	Int personnel Nat personnel Contracts Training Travel Miscellaneous Mgt support	10,000 1,521 2,500 3,500 2,400 1,200 1,478.47	
Producer groups are formed; leaders are selected; group rules are agreed.	2.1.6 Identify groups of artist and producers in ethnic minority areas (at least 60% women) and identify their needs	X				FAO	MAFF	MDG-F	Int personnel Nat personnel Contracts Travel Miscellaneous Mgt support	1,820 25,145 4,000 2,200 480 2,355.15	Field Office has not received the funds yet
Producer group leaders visit major market areas to see assess themselves needs in skills and contacts	2.1.7 Facilitate formation of producer groups and provide support in organization and management			X	X	FAO	MAFF	MDG-F	Int personnel Nat personnel Contracts Training Equipment Travel Miscellaneous	1,820 25,213 17,000 3,000 10,000 1,800 980	

									Mgt support	4,186.91	
	2.1.8 Organize study tour of producer groups to observe market and start networking				X	FAO	MAFF	MDG-F	Nat personnel Travel Miscellaneous Mgt support	1,004 1,600 1,135 261.73	
	2.1.9 Support the groups by providing training on production skill, accounting, management and follow-up their activities.			X	X	FAO	MAFF	MDG-F	Nat personnel Training Equipment Travel Miscellaneous Mgt support	6,452 20,000 10,000 2,000 800 2,747.64	
	2.1.10 Support fair market linkages through trade fairs			X	X	ILO	MIME	MDG-F	Int personnel Nat personnel Travel Miscellaneous Mgt support	2,000 973 1,200 500 327.11	
JP Output 2.2 Improved business development service delivery to cultural entrepreneurs by member-based organizations and business development service providers											
Annual targets	Activities	Timeframe				UN Agency	Responsible party	Planned budget			Comments
		Q1	Q2	Q3	Q4			Source of funds	Budget description	Total	
											-
Eight BDS providers and MBOs trained to offer BDS to artists and producers	2.2.1 Identify BDS providers and MBOs to participate in program implementation.	X				ILO	MIME	MDG-F	Int personnel Nat personnel Travel Miscellaneous Mgt support	7,000 4,058 1,400 1,000 942.06	Field Office only received funds on 18 September and implementation is still in the preparatory phase
Four NGOs operating in ethnic minority areas trained to provide technical training on	2.2.2 Support BDS providers to identify and develop appropriate business development services for artists and producers.		X			ILO	MIME	MDG-F	Int personnel Nat personnel Travel Miscellaneous	16,000 4,330 1,000 1,100	

product development using natural resources									Mgt support	1,570.10	
8 production centres are built and the producer groups plan the use of the centre	2.2.3 Design business management training materials, based on existing ILO business management programmes		X	X	X	ILO	MIME	MDG-F	Int personnel Nat personnel Training Supplies Miscellaneous Mgt support	12,000 2,198 1,400 3,000 2,000 1,441.86	
	2.2.4 Create training infrastructure on business management by training trainers of BDS providers and MBOs.				X	ILO	MIME	MDG-F	Int personnel Nat personnel Training Equipment Travel Miscellaneous Mgt support	7,800 1,969 23,100 16,000 2,100 900 3,630.83	
	2.2.6 Identify potential products based on available natural resources and existing skills and conduct a market survey		X	X	X	FAO	MAFF	MDG-F	Int personnel Nat personnel Contracts Travel Miscellaneous Mgt support	1,820 14,495 3,000 1,800 380 1,504.65	
	2.2.7 Design technical training materials for product development using available natural resources			X	X	FAO	MAFF	MDG-F	Nat personnel Contracts Supplies Miscellaneous Mgt support	8,130 16,000 8,000 580 2,289.70	
	2.2.10 Support setting up of production workshops which can be used for meetings, training, storage, and information exchange.				X	FAO	MAFF	MDG-F	Nat personnel Contracts Transport Equipment Travel Miscellaneous Mgt support	6,780 12,000 4,000 5,000 2,200 300 2,119.60	
	2.2.11 Deliver technical training for product development using available natural resources, and training on accounting and group management				X	FAO	MAFF	MDG-F	Nat personnel Training Transport Travel	2,768 17,000 4,000 2,000	

	(FAO)								Miscellaneous Mgt support	400 1,831.76	
JP Output 3.1 Effective and streamlined implementation of trade legislation and export procedures for promising cultural products/ services.											
Annual targets	Activities	Timeframe				UN Agency	Responsible party	Planned budget			Comments
		Q1	Q2	Q3	Q4			Source of funds	Budget description	Total	
Weaknesses in implementation of trade legislation and export procedures identified for five cultural products	3.1.1 Conduct series of Provincial Public and Private Dialogues in the selected Creative Industries Hubs			X	X	UNDP	MoC	MDG-F	Nat personnel Contracts Training Supplies Equipment Travel Miscellaneous Mgt support	5,145 2,000 15,000 3,500 4,000 3,000 1886 2,417.17	
	3.1.2 Identify promising cultural products/ services for improved commercialization in domestic and international markets through a study focusing on the 4 target areas	X	X	X		UNDP	MoC	MDG-F	Nat personnel Contracts Travel Miscellaneous Mgt support	8,837 15,000 3,200 1,000 1,962.59	Field Office is still in the recruitment process
	3.1.3 Identify existing weaknesses related to the implementation of trade legislation and export procedures for selected cultural products/ services.		X	X	X	UNDP	MoC	MDG-F	Nat personnel Contracts Travel Miscellaneous Mgt support	7,283 26,800 2,500 800 2,616.81	
JP Output 3.2 Integrated competitiveness strategies developed for promising cultural products/ services											
Annual targets	Activities	Timeframe				UN Agency	Responsible party	Planned budget			Comments
		Q1	Q2	Q3	Q4			Source of funds	Budget description	Total	
Value chain analysis for 5 cultural products finalized and disseminated	3.2.1 Develop and support implementation of Value Chain Analysis on identified cultural products/ services (UNDP)			X	X	UNDP	MoC	MDG-F	Nat personnel Contracts Training Supplies Equipment Travel Miscellaneous	12,806 16,000 5,000 6,500 7,000 3,000 1,100	

									Mgt support	3,598.42	
	3.2.2 Support producers groups and associations (at least 50% women) to address bottlenecks and inefficiencies (UNDP)				X	UNDP	MoC	MDG-F	Nat personnel Contracts Equipment Travel Miscellaneous Mgt support	13,929 25,200 4,000 2,800 800 3,271.03	
JP Output 3.3 Infrastructure created to promote cultural products/ services through certification and quality control											
Annual targets	Activities	Timeframe				UN Agency	Responsible party	Planned budget			Comments
		Q1	Q2	Q3	Q4			Source of funds	Budget description	Total	
											-
Seal of excellence for 4 cultural products prepared for registration	3.3.1 Identify cultural products/ services and develop Seal of Excellence criteria (work with the Royal Palace to approve a 'By Appointment to His Majesty the King' Seal of Excellence), based on UNESCO Seal of Excellence for these products/ services.			X	X	UNESCO	MoCFA	MDG-F	Int personnel Nat personnel Contracts Equipment Travel Miscellaneous Mgt support	8,300 3,771 13,000 2,500 1,200 200 2,027.97	
Appropriate locations for two cultural centres identified.	3.3.4 Identify appropriate location(s) for a cultural center for the display and promotion of products/ services.			X	X	UNESCO	MoCFA	MDG-F	Int personnel Nat personnel Travel Miscellaneous Mgt support	700 645 2,000 300 255.15	
Other											
	Programme formulation	X				ILO		MDG-F	Contracts Mgt support	18,692 1,308.44	
	Baseline survey	X				ILO		MDG-F	Int personnel Nat personnel Contracts Equipment Mgt support	2,000 2,892 9,800 4,000 1,308.44	Field Office only received funds on 18 September and implementation is still

												in the preparatory phase
TOTAL:											Int personnel Nat personnel Contracts Training Transport Supplies Equipment Travel Miscell. Mgt support Total:	166,260 198,387 216,692 142,000 8,000 44,430 80,000 51,800 28,741 65,541.70 1,001,851.70

ANNEX 2

Programme Monitoring Framework

Expected results (Outcomes and outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative timeframe and frequency)	Responsibilities	Risks and assumptions
<p><u>Outcome 1:</u> Improved capacity of national institutions to preserve and develop Cambodia's tangible and intangible cultural heritage and living art and promote its social and economic potential.</p> <p><u>Outputs:</u> 1.1 National capacity to design, implement and monitor policies will be enhanced and programs to realize the social and economic potential of the cultural sector will be developed</p> <p>1.2 Mentorship program established to support artists and producers in strategic locations to refine their products/ services</p>	<p>Program Management Committee established and meeting quarterly; MoCFA staff/ official trained (ideally two in Phnom Penh and two each at strategic locations around Cambodia).</p>	<p>Meeting notes</p>	<p>Quarterly</p>	<p>UNESCO</p>	<p>In relation to the RGC's commitment to the program – it is assumed that the involved Ministries will be supportive of the program.</p> <p>In relation to the program's institutional set-up – it is assumed that a sufficient number of local authorities will be interested/ committed to assisting the program.</p>
	<p>Programmes related to the Convention on the Protection and Promotion of the Diversity of Cultural Expressions developed and implemented.</p>	<p>Programme reports and MoCFA documents</p>	<p>Continuous</p>	<p>UNESCO</p>	
	<p>Living Human Treasure (LHT) criteria established and ratified by appropriate ministries and at least 5 LHTs recognized.</p>	<p>Documented ratification</p>	<p>Upon ratification</p>	<p>UNESCO</p>	
	<p>Development partners identified and at least one mentor (50% women) per organization trained.</p>	<p>Progress reports</p>	<p>Every six months</p>	<p>UNESCO</p>	
	<p>At least 20 groups of artists and producers (with more than 60% female members) have improved their</p>	<p>Baseline survey and follow-up data collection</p>	<p>Baseline and toward the end of the programme</p>	<p>UNESCO</p>	

Expected results (Outcomes and outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative timeframe and frequency)	Responsibilities	Risks and assumptions
	products/performances as a result of the mentoring program; and Sustainability strategy finalized and implemented.				
<p><u>Outcome 2:</u> Improved employment opportunities and income generation in the creative industries through enhanced cultural entrepreneurial skills, improved business development services and market access.</p> <p><u>Outputs:</u> 2.1 Fair and effective marketing networks established by groups and associations of artists and producers including ethnic/ indigenous minorities</p> <p>2.2 Improved business development service delivery to cultural entrepreneurs by member-based organizations and business development service providers</p>	<p>At least 1 group of artists/performers in each strategic location formed an association.</p> <p>Trade fairs and exchange programs held and market information systems established to support artist/performer groups. At least 2 ethnic minority communities have established fair marketing networks for their products/ services.</p> <p>Saving groups (at least 60% women) established in strategic locations and linkages to microfinance institutions established.</p> <p>Capacity of artists/performers/producers to market products/ services is improved as indicated by increased income.</p>	<p>Registration documents</p> <p>Progress reports, press coverage</p> <p>Agreements with MFIs, account books</p> <p>Baseline survey and follow-up data collection</p>	<p>Upon registration</p> <p>Every six months and after events</p> <p>Upon signature (agreements), annually (account books)</p> <p>Baseline and toward the end of the programme</p>	<p>ILO</p> <p>ILO</p> <p>ILO</p>	<p>In relation to the business environment – it is assumed that there will be a continued supportive national climate for creative industries development, including for domestic small and medium enterprises as tourism grows and export opportunities continue to expand.</p> <p>In relation to the availability of financial resources for the creative industries sector – it is assumed that adequate sources of microfinance and financial services exist for potential and existing entrepreneurs (although mechanisms may need to be developed to improve access).</p>

Expected results (Outcomes and outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative timeframe and frequency)	Responsibilities	Risks and assumptions
	<p>At least 10 associations of artists and producers (more than 60% female members) have increased their income from sales both on the domestic and foreign market by 30%.</p> <p>Fair and inclusive networks established for the promotion and marketing of the traditional heritage of at least two ethnic minority groups.</p> <p>Savings group activities are managed by group leaders with transparency and accountability</p> <p>Producer centres are working to serve the producer groups and communities</p> <p>Producer groups enhanced their skills in production, management and accounting</p> <p>Natural resources are exploited in a sustainable manner</p> <p>Two Business Development Service (BDS) providers and Member-Based Organizations</p>	<p>Baseline survey and follow-up data collection</p> <p>Sales data</p> <p>Savings account</p> <p>Reports from responsible NGOs</p> <p>Training reports, regular reports from responsible NGOS</p> <p>Reports from responsible NGOs</p> <p>Progress and mission</p>	<p>Baseline and toward the end of the programme</p> <p>Annually</p> <p>Every six months</p> <p>Every six months</p> <p>Every six months</p> <p>Every six months</p> <p>Every six months (progress</p>	<p>ILO</p> <p>FAO</p> <p>FAO</p> <p>FAO</p> <p>FAO</p> <p>FAO</p> <p>ILO</p>	

Expected results (Outcomes and outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative timeframe and frequency)	Responsibilities	Risks and assumptions
	<p>(MBO) identified in strategic locations.</p> <p>Training infrastructure created and business management capacity of staff in business development service providers and member-based organizations strengthened.</p> <p>Support to business development service providers and member-based organizations in the delivery of training and support to artists and producers provided.</p> <p>At least 500 artists and producers (at least 60% women) have improved their business management skills, including their skills to manage and access finance as a result of the training.</p> <p>Apprenticeship/internship programs and/ or fee-based training system and similar sustainability strategy implemented.</p>	<p>reports</p> <p>ToT reports</p> <p>Training reports</p> <p>Baseline survey and follow-up data collection</p> <p>Income statements BDS providers and BMOs</p>	<p>reports), continually (mission reports)</p> <p>Upon completion of the event</p> <p>Upon completion of the event</p> <p>Baseline and toward the end of the programme</p> <p>Toward the end of the programme</p>	<p>ILO</p> <p>ILO</p> <p>ILO</p> <p>ILO</p>	

Expected results (Outcomes and outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative timeframe and frequency)	Responsibilities	Risks and assumptions
<p><u>Outcome 3:</u> Improved commercialization of local cultural products and services in domestic and international markets</p> <p><u>Outputs:</u> 3.1 Effective and streamlined implementation of trade legislation and export procedures for promising cultural products/ services. 3.2 Effective and streamlined implementation of trade legislation and export procedures for promising cultural products/ services. 3.3 Integrated competitiveness strategies developed for promising cultural products/ services. 3.4 Infrastructure created to promote cultural</p>	<p>A minimum of five cultural products/ services identified for improved commercialization.</p> <p>Existing weaknesses in the implementation of trade legislation and export procedures identified and presented to the relevant Ministries for action.</p> <p>Public-Private dialogue established with the MoC. MoC and other aligned Ministries will address identified bottlenecks and inefficiencies.</p> <p>Value Chain analysis executed on cultural products/ services on at least five cultural products/ services.</p> <p>Selected Value Chains upgraded and a positive impact on development (as compared to the base-line evaluation) achieved. Export figures of at</p>	<p>Progress reports</p> <p>Meeting and workshop reports</p> <p>Meeting and workshop reports</p> <p>VCA reports</p> <p>Baseline survey and follow-up data collection</p>	<p>Every six months</p> <p>Upon completion of the meetings, workshop</p> <p>Upon completion of the meetings, workshop</p> <p>Upon completion of VCA (year 1)</p> <p>At the time of VCA and toward the end of the programme</p>	<p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p> <p>UNDP</p>	<p>In relation to physical infrastructure, calamities and security – it is assumed that targeted localities will be accessible year round or during most of the year.</p>

Expected results (Outcomes and outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative timeframe and frequency)	Responsibilities	Risks and assumptions
products/ services through certification and quality control	<p>least two cultural products increased by at least 25% (compared to base-line) due to streamlining of export procedures and improved trade support services.</p> <p>Seal of Excellence criteria established.</p> <p>Seal of Excellence registered and approved by the Royal Palace and Royal Government of Cambodia.</p> <p>Promotion and advertising of Seal of Excellence executed in tourism magazines, guidebooks etc... Certification system “Seal of Excellence” brings a 25% increase in income for at least 4 cultural products/ services.</p> <p>Technical needs identified and incorporated into mentoring program.</p> <p>Location(s) identified for cultural centre.</p> <p>Cultural centre(s) constructed in most appropriate location(s).</p>	<p>Progress reports</p> <p>Registration documents</p> <p>Advertisements, guidebooks etc.</p> <p>Training reports</p> <p>Progress reports</p>	<p>During the first 9 months of the programme</p> <p>Upon registration</p> <p>Continuous</p> <p>Upon completion of the training events</p> <p>Every six months</p>	<p>UNESCO</p> <p>UNESCO</p> <p>UNESCO</p> <p>UNESCO</p> <p>UNESCO</p>	

Expected results (Outcomes and outputs)	Indicators (with baselines & indicative timeframe)	Means of verification	Collection methods (with indicative timeframe and frequency)	Responsibilities	Risks and assumptions
	Sustainability strategy implemented with regard to the cultural centre(s).	Pictures Income statements cultural centres	Upon completion of construction (year 2) Toward the end of the programme	UNESCO UNESCO	