



ANNUAL PROJECT REPORT 2009

**United Nations Development Programme
Cambodia
Creative Industries Support Programme
[January – December 2009]**

Project Title: Creative Industry Support Program (CISP)

Duration: 10 September 2008- 9 September 2011

Total Budget Overall: USD3,300,000

Participating UN Agencies: UNESCO, UNDP, ILO, FAO

Target Provinces: Kompong Thom, Preah Vihear, Monduliri, Ratanakiri

Project ID & Title: 00062746 – Creative Industry Support Program (CISP)

Duration: 10 September 2008- 9 September 2011

Total Allocated Budget for UNDP: USD818,826

Implementing Partners/Responsible parties: MoC/UNDP Direct Execution

Country Programme Outcome: National and local authorities are able to promote pro-poor investment and expand economic opportunities

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I. Executive summary

Key Results:

2009 was an inception phase for the Creative Industries Support Programme. UNDP's main focus during the period was identification of commercially viable cultural products/services for further intervention. Upon selection of potential cultural products/services, weaknesses of relevant trade legislation and export procedures were to be analysed and identified.

Inception phase implementation resulted as follows:

- 1- Commercially viable cultural products/services identified and selected, focusing mainly on products/services with involvement of indigenous minorities and women
- 2- Market solutions and strategies developed across all identified value chains
- 3- Engagement of public-private sectors and civil society have been promoted, encouraging establishment of future public-private sector & civil society engagement platform
- 4- Partnership developed with relevant development partners and counterparts
- 5- Support promotion of selected products to target producer groups, gender balance was a prioritized

Operationally, UNDP has brought synergy to and promoted corporate communication of the Joint Programme by initiating and supporting:

- 1- Monitoring tool/ plan and M&E capacity building to Joint programme team
- 2- Communication strategy formulation

Key challenges & issues:

- 1- Synergy among Joint Program Team towards program implementation had been a critical challenge; consensus had not been easily reached due to differences in expertise and perspectives of each participating UN Agency
- 2- Program implementation has been a challenge at times. The program document and its existing framework and work plan need re-adaptation to better fit actual situation
- 3- Delay in execution of the joint programme during inception period as a result of a lack of joint programme coordination monitoring
- 4- Delay in implementation due to unclear designated representatives of the Ministry of Commerce

Lessons Learnt:

1- Having two appointed representatives from the Ministry of Commerce did not well facilitate implementation of the national counterpart; hence, this approach did not work. It is the fact that rather than fostering support to the programme implementation, having to engage two different focal points consumed much time and efforts which led to some process delay. To tackle the issue, UNDP had re-proposed a designated representative of MoC; and a nominee was approved in October 2009. As a result, very positive collaboration was enhanced reflecting better national ownership to the programme.

II. Implementation progress

Output targets during reporting period:

- 1- Commercially viable cultural products/services identified through Value Chain Analysis and selected by the Programme Management Committee
- 2- Initial issues at ground-root level and key stakeholders related to selected cultural products/services identified, in preparation for analysis and identification of weaknesses of relevant trade legislation and export procedures related to selected cultural products/services
- 3- Partnership with the Ministry of Commerce initiated through CISP nominated representatives
- 4- Partnership with relevant development partners initiated
- 5- Joint Programme M&E plan and tool initiated
- 6- Joint Programme Communication strategy promoted

Actual implementation:

Overall delivery 2009 is in line with initial plan . Few additional outputs have been achieved.

1- Identification of commercially viable cultural products/services through Value Chain Analysis was conducted in line with planned period and allocated budget; it was completed at the end of July 2009; selection of the products/services was carried out by the Programme Management Committee in the following month.

In addition to identification of the products/services, market solutions and strategies to upgrade identified value chains were also identified for future intervention of the programme. Final Value Chain Analysis report concludes both potential cultural products/services and market solutions and strategies across identified value chains.

2- Upon selection of Creative Industries products/services, initial steps towards identification of weaknesses related to implementation of trade legislation and export procedures were carried out in the last quarter of the reporting year. Series of consultative meetings between public sector (Provincial Department of Commerce), private sector (targeted producers and sellers of cultural products/services), and civil society (local NGOs) from all targeted provinces were conducted in order to assess relevant issues and stakeholders at ground root level. On top of targeted output achieved as a result of the meetings conducted, process toward the output has contributed tremendously to establishment of relationship between public sector, private sector, and civil society.

3- Upon nomination of MoC representatives, series of engagement were carried out among UNDP programme staff and MoC focal points). Programme orientation and progress updates as well as milestone endorsement were put through the engagement.

4- Partnership with relevant development partners at provincial and national level was initiated through series of fieldwork to target provinces and meetings with relevant stakeholders at national levels. This has been carried out through out reporting period. Potential development partners include Asia Foundation, Non Timber Forest Product-Exchange Programme, My Village (MVI), Highlander Association, CEDAC, Ponlok Khmer, MODE, CANDO.

5- With efforts to promote synergy and joint programme monitoring, UNDP successfully recruited a short term M&E consultant to establish Joint Programme M&E tool and plan as well as to build M&E capacity to the Joint Programme interagency team. M&E tool and plan are being established by the M&E consultant. The M&E consultancy will cover the period of December 2009 to March 2010.

6- With lack of corporate communication promotion at the Joint Programme level, UNDP extended its support to establishment of Joint Programme Communication strategy. A short term Communication consultant has been selected and the recruitment process will be completed by January 2010.

PROGRESS TOWARDS PROJECT OUTPUTS

OUTPUT #1/ JP Output 3.1: Effective and streamlined implementation of trade legislation and export procedures for promising cultural products/services			
Output Indicators	Baseline (month/year)	Target (month/year)	Current status (month/year)
Note: It's under review by M&E consultant, current indicators are not well formulated			
Existing weakness in the implementation of trade legislation and export procedures relation to a minimum of 5 cultural products/services identified and presented to relevant ministries for action
Provincial Public private dialogues established on identified bottlenecks and inefficiencies
<p>Planned Activities 2009 towards achieving project output: Activity 1: Identify potential cultural products/ services for improved commercialization Activity2: Identify existing weaknesses in the implementation of trade legislation and export procedures for selected cultural products/ services (ongoing)</p> <p>Progress towards project output: 5 potential cultural products/services were identified through Value Chain Analysis. Upon selection of potential cultural products/services, further step actions were taken to identify relevant issues and stakeholders in relation to trade legislation and export procedures. Initial issues and stakeholders identified will be used for further works by a Legal consultant who will be recruited. Partnership initiated among public sector, private sector, and civil society will foster process of identification and analysis of weaknesses of trade legislation and export procedures to be carried out by recruited Legal Consultant.</p>			
<input type="checkbox"/> delivery exceeds plan	<input checked="" type="checkbox"/> delivery in line with plan	<input type="checkbox"/> delivery below plan	

PROGRESS TOWARDS COUNTRY PROGRAMME (CPAP) OUTPUT

OUTPUT: (state the Country Programme output in full)			
Output Indicators	Baseline (month/year)	Target (month/year)	Current status (month/year)
.....
.....
.....

PROGRESS TOWARDS COUNTRY PROGRAMME (CPAP) OUTCOME

OUTCOME: (state the Country Programme outcome in full)

Outcome Indicators	Baseline (month/year)	Target (month/year)	Current status (month/year)
.....
.....
.....

Capacity Development

Capacity Development plan and implementation for national development partners and stakeholders will only be designed and carried out in the following year 2010.

Gender

Gender is a key focus for the Creative Industries Support Programme. The gender component has been considered and incorporated in all possible activities under the scope of the programme. For instance, a key criterion in identifying and selecting commercially viable cultural products/services through Value Chain Analysis is women involvement with identified products/services. . On the other hand, with efforts to promote gender mainstreaming, UNDP prioritised its support to women involvement in the recent 4th National import-export and One Province One Product exhibition; and 5 women were selected to participate in the event among 9 delegates from target provinces.

Lessons learned

#1 Promotion of national ownership

Recommendation: *Clarity of an appointed delegate should be ensured with national Counterpart in order to encourage sense of responsibility and ownership in fostering programme implementation.*

Efforts and time invested to coordinate partnership and involvement of MoC within the programme were not effectively spent due to the fact that there was no clear designated focal point for CISP from MoC. Two focal points at Secretary of State level were appointed for the programme, leading to inconvenience support from the Ministry to implementation of the programme. Working with two CISP focal points from different department and under leadership of different Secretary of State consumed extra time of engagement and led to some delays.

A solution to that, another effort was put in re-engaging the Minister of Commerce to appoint "one" representative responsible for the programme. With that, another representative was appointed to be responsible for programme implementation within MoC. As a result, very positive and active support and engagement have been given to the programme implementation.

III. Project implementation challenges

Challenge #1: Lack of synergies among Joint Program Team towards program implementation had been a critical challenge; consensus had not been easily reached due to differences in expertise, ways of working, and perspectives of each participating UN Agency leading to some implementation delays. This is also due to inadequate monitoring tools used as existing frameworks and their elements (such as indicators, constraints, assumptions, etc.), and workplan do not reflect actual situation and are not feasible for enabling effective implementation of the programme.

Solution has been proposed by UNDP and the issue is being addressed by establishment of M&E plan and tool at the programme level undertaken by an external M&E consultant. The monitoring tools in the programme document will also be streamlined and re-adapted. Further assessment on impact of the solution is being monitored and would be fully assessable upon implementation of the M&E plan.

Challenge #2: Inadequate supports from national counterpart

Although partnership with national counterpart was initiated, process toward the engagement was not convenient. There had not been a clear designated representative from the Ministry. As a result, repeated engagement was carried out with different representatives from different departments; the process consumed time and effort of the UNDP programme staff. On the other hand, ownership and sense of responsibility was not fostered in any of the contact points.

As a solution to the above issues, a later nomination for a designated focal point was requested to the Ministry of Commerce. A new focal point at under-secretary of state level was appointed and positive ownership and collaboration are being promoted.

a. Updated project risks and actions

Project Risk 1: Failure to achieve expected Joint Programme outputs due to a lack of coordination and oversight technical expertise at the Joint Programme level.

There has been a lack of visibility in implementation among participating UN Agencies, i.e. who is doing what by when, etc. Updates and clarity of responsibility have not been well coordinated leading to surprisingly overlapping actions implemented and tense at the joint programme level.

Actions taken: M&E plan and tool and corporate communication have been supported by UNDP in order to mitigate the risk. A number of proposal made in promoting synergy such as recruitment of a Programme Advisor to support technical issues, conducting regular progress update meetings, joint planning tool (simple excel format to incorporate quarterly plan jointly).

While recruitment of a Programme Advisor, regular progress update meetings and joint planning tool were not adopted, M&E plan and tool are being established by an external M&E consultant; it is also expected that a communication strategy be established in quarter 1 of 2010.

Project Risk 2: Mitigation plan for project risk #1 is not achievable due to M&E plan and tool being not well coordinated.

Actions taken: A need assessment for an M&E plan coordination role has been assigned for recommendation from the external M&E consultant.

Project Risk 3: Failure to achieve Commercialisation component outputs due to a lack of collaboration and support from the Ministry of Commerce

There used to be a request for financial benefits for MoC focal point at official level to incentivise their supports to CISP, which is not in line with the UN policy. Thus, such request and expectation will not be allowed.

Actions taken: Briefing on UN policy with regards to incentives for government official was shared to respective focal points. More importantly, national ownership at senior level was further enhanced to support implementation of the programme. As a means to that, a designated representative was proposed and appointed to carry out implementation.

b. Updated project issues and actions

Project Issue 1 (past issue, solution made): Off-process approach of implementation taken by Majority of Joint Program Team (i.e. UNESCO, ILO, and FAO) due to lack of clear understanding of Fund condition.

With misunderstanding of Fund condition that less than 70% combined commitment met by end of Program year 1 would lead to Program termination, majority of the Joint Program team took an initiative to design a concept note on implementation plan to promote Jar/Pottery in order to meet year end commitment threshold without PMC's product selection. UNDP understood the approach as wrong process and it declined itself from endorsing the concept note.

Actions taken:

Having understood root cause of the issue, UNDP took an initiative to clarify Fund condition with MDG-F Secretariat and proved the team about their misunderstanding of the Fund condition (i.e. no termination of the Program shall be determined if threshold is not met, though no delay shall be allowed for the Joint Program).

As a result, further work on the concept note was on hold in order to cross check with PMC's selected products.

IV. Financial status and utilization

Table 1: Contribution overview [September 2008- December 2009]

DONOR NAME	CONTRIBUTIONS		CONTRIBUTIO N BALANCE
	Committed	Received	
Spain/MDGF Achievement Fund	818,826	211,952	606,874
TOTAL	818,826	211,952	606,874

Table 2: Annual expenditure by Activity during reporting period [January- December 2009]

Activity	2009 APPROVED BUDGET	2009 EXPENDITURE	BALANCE	DELIVERY (%)
Activity 1: Identify commercially viable cultural products/services through Value Chain Analysis	90,791.52	84,143.26	6,648.26	92.68
Activity 2: Conduct series of provincial public private dialogues in selected Creative Industries Hubs	0.00	0.00	0.00	N/A
Activity 3: Identify weaknesses related to implementation of trade legislation and export procedures of Creative Industries products/services	3,496.00	4300.28	(804.28)*	123
GMS 7%	6,600.13	6,191.05	409.08	93.80
Total	100,887.65	94,634.59	6,253.06	93.80

* Initially designed by external consultant due to the nature of the CISP prodoc and that it has been revised once the project implementation started

Table 3: Cumulative expenditure by Activity from starting date of CISP [September 2008-December 2009]

Activity	TOTAL PROJECT BUDGET	CUMULATIVE EXPENDITURE	BALANCE	DELIVERY (%)
Activity 1: Identify commercially viable cultural products/services through Value Chain Analysis	90,791.52	84,143.26	6,648.26	92.68
Activity 2: Conduct series of provincial public private dialogues in selected Creative Industries Hubs	0.00	0.00	0.00	N/A
Activity 3: Identify weaknesses related to implementation of trade legislation and export procedures of Creative Industries products/services	3,496.00	4300.28	(804.28)*	123
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