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**[UN Spain Millennium Development Goals Achievement Fund]**

**ANNUAL programme[[1]](#footnote-1) NARRATIVE progress report**

**REPORTING PERIOD: 1 january – 31 December 2009**

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| *Submitted by:* Blaise Kilian, Joint Programme Coordinator, UNESCO (Lead Agency)  [b.kilian@unesco.org](mailto:b.kilian@unesco.org) |  | *Country and Thematic Area[[2]](#footnote-2)**Cambodia* Culture and Development window |
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| *Programme No:* ***MDTF Office Atlas No:* MDGF-1838-G-KHM** *Programme Title: Creative Industries Support Programme* |  | *Participating Organization(s):*  UNESCO  UNDP  ILO  FAO |
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| *Implementing Partners:* *National counterparts (government, private, NGOs & others):*  * Ministry of Culture and Fine Arts * Ministry of Commerce * Ministry of Industry, Mines and Energy * Ministry of Agriculture, Forestry and Fisheries * The Provincial Departments of the above mentioned Ministries in every relevant province.      * *International Organizations, including NGOs:* * MODE (handicraft community production) * COWS (handicraft community production) * FLD (handicraft community production) * My Village International (MVI – handicraft community production) * PKH (handicraft and resin community production) * CANDO (handicraft community production) * CCC (specialized in pottery production technique) * CEDAC (handicraft, pottery community production and commercialization) * Village Focus (handicraft community production) * AAC ( technical support to the production and commercialization of handicraft) * Cambodia Living Arts (safeguarding of performing arts) * Nomad RSI (research and documentation) * Village Focus Cambodia (VCF) * CORD (baseline survey) |  | *Programme Budget (from the Fund):* *For Joint Programme provide breakdown by UN Organization*  UNESCO: USD 748,604  UNDP: USD 818,826  ILO: USD 941,017  FAO: USD 791,553 |
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| *Programme Duration (in months):* Start date[[3]](#footnote-3): 11 September 2008  End date: 11 September 2011   * *Original end date* * *Revised end date, if applicable* * *Operational Closure Date*[[4]](#footnote-4)*, if applicable:*   Budget Revisions/Extensions: None *List budget revisions and extensions, with approval dates, if applicable* |

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| **Introduction:**  The Narrative Progress Report template is in line with the UNDG Standard Progress Report.  Building on continued efforts made in the UN system to produce results-based reports, the progress report should describe how the activities (inputs) contributed to the achievement of specific short-term outputs during the twelve month reporting period, and to demonstrate how the short-term outputs achieved in the reporting period collectively contributed to the achievement of the agreed upon outcomes of the Strategic (UN) Planning Framework guiding the operations of the Fund[[5]](#footnote-5).  In support of the individual programme reports, please attach any additional relevant information and photographs, assessments, evaluations and studies undertaken or published.  The information contained in the Programme Summaries and Quarterly Updates prepared by the Participating Organizations may be useful in the preparation of the Annual Narrative Progress Report. These Summaries and Updates, where applicable, are available in the respective Fund sections of the MDTF Office GATEWAY (<http://mdtf.undp.org/>). |
| **Formatting Instructions:**   * The report should not exceed 10-15 pages. * The report should be submitted in one single Word or PDF file. * Annexes can be added to the report but need to be clearly referenced, using footnotes or endnotes within the body of the narrative. * Do not change the Names and Numbers of the Sections below. |

# NARRATIVE REPORT FORMAT

# Purpose

* Provide the main outputs and outcomes/objectives of the programme.

The MDG-F Creative Industries Support Programme aims at achieving three major outcomes:

* + 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 impact
    - Output 1.1: National capacity to design, implement and monitor policies enhanced and programs to realize the social and economic potential of the cultural sector developed
    - Output 1.2: Mentorship program established to support artists and producers in strategic locations to refine their products/services
  + 2) Improved employment opportunities and income generation in the creative industries through enhanced cultural entrepreneurial skills, improved business development services and market access
    - Output 2.1: Fair and effective marketing networks established by groups and association of artists and producers including ethnic/indigenous minorities
    - Output 2.2: Improved business development service delivery to cultural entrepreneurs by member-based organizations and business development providers
  + 3) Improved commercialization of local cultural products and services in domestic and international markets
    - Output 3.1: Effective and streamlined implementation of trade legislation and export procedures for promising cultural products/services
    - Output 3.2: Integrated competitiveness strategies developed for promising cultural products/services
    - Output 3.3: Infrastructure created to promote cultural products/services through certification and quality control
* Explain how the Programme relates to the Strategic (UN) Planning Framework guiding the operations of the Fund.
* The Joint Programme relates to the following UNDAF Outcomes which are of major importance when dealing with Indigenous People in Cambodia for being closely linked to their cultural specificities:
  + 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
* The Joint Programme also relates to the following MDGs which have been adopted by Cambodia:
  + MDG 1: Eradicate extreme poverty and hunger
  + MDG 3: Promote gender equality and empower women
  + MDG 8: Develop a global partnership for development
* The Joint Programme finally relates to some national priorities of the Royal Government of Cambodia:
  + The Rectangular Strategy which emphasizes promotion of economic growth, generation of employment and enhancement of effectiveness to reduce poverty and achieve sustainable development
  + The Small and Medium Enterprise Development Framework
  + The Cambodian Trade Integration Strategy
  + The recently adopted Policy on Indigenous People

The Joint Programme focuses on selected target areas:

The activities of the Joint Programme are undertaken at the national level and in four target provinces rich in cultural and natural diversity, and where most of the Kingdom’s Indigenous People are living: Ratanakiri, Mondulkiri, Kompong Thom and Preah Vihear.

# Resources

*Financial Resources:*

The only source of budget is the UN Spain Millennium Development Goals Achievement Fund.

* Provide information on other funding resources available to the project, if applicable.

No other funding for the Joint Programme.

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

No budget revision has been made nor proposed in 2009.

* Provide information on good practices and constraints in the mechanics of the financial process, times to get transfers, identification of potential bottlenecks, need for better coordination, etc.

Good practices: the MDG-F financial process and presentation are standardized which facilitates coordination and reporting amongst the participating agencies. The feedback from the MDG-F Secretariat is relatively fast and transfers are operated in a very reasonable amount of time.

Issues: Agencies have to adapt to the format proposed by the MDG-F and translate the MDG-F budget lines in Agencies budget lines; financial tables are excessively focused on unrealistic budget planning because of extremely detailed breakdown per activity. Transfer from Agencies Headquarters to Field Offices sometimes takes too long.

In any case, financial mechanisms remain Agency-based. Only principles are discussed at the Joint Programme level.

*Human Resources:*

* National Staff: 11 persons
  + 1 National Programme Coordinator (UNESCO)
  + 1 National Programme Coordinator (FAO)
  + 1 National Business Development Officer (ILO)
  + 1 Project Manager (UNDP)
  + 1 Administrative Programme Assistant (UNESCO)
  + 1 Administrative Assistant (FAO)
  + 1 Project Assistant (UNDP)
  + 4 Field Coordinators (FAO)
* International Staff: 3 persons
  + 1 International Joint Programme Coordinator (UNESCO)
  + 1 Enterprise Development Specialist (ILO)

# Implementation and Monitoring Arrangements

* Summarize the implementation mechanisms primarily utilized and how they are adapted to achieve maximum impact given the operating context.
* Provide details on the procurement procedures utilized and explain variances in standard procedures.
* Provide details on the monitoring system(s) that are being used and how you identify and incorporate lessons learned into the ongoing project.
* Report on any assessments, evaluations or studies undertaken.
* Team work:

The Creative Industries Support Programme having been provided a Joint Office by the Ministry of Culture and Fine Arts, the Joint Programme team can sit together and jointly work on the elaboration of the activities that will be implemented after approval by the PMC. Therefore, activities design is jointly made.

* Procurement:

Procurement is made jointly, based on criteria (proven expertise and experience, availability, geographical outreach, potential for organizational strengthening…) developed by the Joint Programme team with the support of the Field Coordinators. ?when these partners are based in the target provinces? (as it is often the case). This allows different Agencies to develop joint TOR’s with the same partner and therefore ensures coherence in the planned activities. These activities take place within common target areas and with common target populations which also have been jointly selected by the Joint Programme Team based on criteria developed with the Field Coordinators (geographical accessibility, presence of Indigenous Groups, relevant handicraft making traditions and availability of producers, existing intervention areas for partner organizations as well as those with potential for expansion…). The PMC is consulted as much as possible and validates the selection. However, such a mechanism has its own limits inherent to each Agency’s rules of procurement.

* Implementation of Activities:

With regard to activities that take place in the field (the majority of the Joint Programme activities), the Joint Programme Field Coordinators ensure the day to day relationships with the implementing partners and monitor the planned activities.

When the implementing partners are NGOs and/or representatives of the relevant partner Ministries’, the provincial departments are invited to attend/participate, in order to involve them and promote “on-the-job training”.

Activities which take place at the national level (in the capital city) often relate to capacity building of officials, or to national consultations on specific topics (elaboration of legal texts) and are therefore, jointly elaborated and implemented with the relevant partner ministries, which allows a higher degree of ownership and on-the-job training.

* Monitoring:

Standardized monitoring and reporting tools are being developed and should be ready by April 2010. In the meanwhile, implementing partners use the reporting systems required as part of the contracts they are having with individual Agencies while the Field Coordinators ensure the day to day monitoring of the planned activities. Field Trips are also undertaken by the Agencies’ staff based in the capital city.

* Remarks:

These mechanisms have their limits as all actions eventually have to be double checked and approved by individual Agencies (including administrative and financial levels). This especially hinders the day to day decision making mechanism at the Joint Programme Team level (since the PMC gathers only on a quarterly basis). As the exercise is often consensus driven, it can be very difficult to agree on individual issues despite the efforts of the team members. It is in fact a lot to ask of the PMC members that they have in-depth understanding of issues to make informed decisions. PMC members are high level representatives and head of agencies with very busy agendas. As the PMC only meets once a quarter, and is largely a one-morning affair, insufficient opportunities exist for PMC members to discuss key issues. As such a decision-making void exists, as the technical team does not have a mandate to make decisions.

Besides the above, the Joint Programme has also developed simplified standard reporting formats for the team such as for the minutes of meetings and the reports on travel which are circulated amongst the team.

# Results

* Provide a summary of Programme progress in relation to planned outcomes and outputs; explain any variance in achieved versus planned outputs during the reporting period.

Throughout 2009, the Joint Programme progressed reasonably towards the planned outcomes and output and this despite a difficult and slow inception period. This inception period included a finalization of the team members’ recruitment, field trips to all the target provinces, the identification of potential partners, the review of available documentation in the target provinces and the major topics of the project.

The Programme Management Committee (PMC) gathered in August 2009, (a first meeting had taken place just before kick starting the implementation) right after the inception period. Based on the results of the Value Chain Analysis conducted within the framework of the Joint Programme throughout the second and third quarter of the year, the PMC selected the cultural products to be promoted by the Creative Industries Support Programme. These products are traditional weaving and NTFP handicraft in all four target provinces, jars and pottery in Ratanakiri, resin in Preah Vihear province and tourism in Kompong Thom province.

Progress towards capacity building outcomes (mainly outcome 1) was relatively steady and activities leading to output 1.1 (enhanced national capacity with regards to cultural policies) kicked off rather quickly. They continued with translation of documentation and the organization of two national training sessions in the third and fourth quarter of the year, in close collaboration with the Royal Government. The first training session was related to the 2003 Convention for the Safeguarding of Intangible Cultural Heritage and the second training session handled museum techniques. Furthermore, technical expertise was brought in to support the Royal Government’s initiative to establish a museum in the province of Preah Vihear.

Progress towards output 1.2 (establishment of mentorship programs) was made with 5 technical missions undertaken by the Ministry of Culture and Fine Arts’ officials to identify potential Living Human Treasures. It also included the organization of a national consultation with representatives of several Ministries and national institutions to further comment and amend the draft sub-decree on the establishment of the Living Human Treasures system in Cambodia as proposed by the Ministry of Culture and Fine Arts. As a result the text was modified and translated into a draft royal decree. This proposal was then, as a first step towards its official adoption by the Council of Ministers, submitted to an inter-ministry committee and to the Royal Government’s Council of Jurists.

However, no mentorship programmes were launched in the field. These programmes, which request the identification of partners in the field, could only start to be developed after the first PMC selected the cultural products. Implementation would only start in first quarter 2010.

Progress towards Outcome 2 accelerated after the selection of cultural products by the PMC (cf. above). As a result of sequencing issues (the fact that the Value Chain Analysis took longer to adequately carry out than expected due to the context the project is targeting) concrete interventions in specific value chains in the field leading to the development and production of new and improved products were not immediately possible. However, target areas and Indigenous producers in the 4 target provinces were identified and selected. The producers then formed small producer groups and the first trainings on micro enterprise development were conducted in all target provinces. Furthermore, significant preparatory activities were put in place to ensure that activities in all value chains and in all provinces could be rolled out more or less simultaneously in Q1 2010.

Preparatory activities relating to Outputs 2.1 and 2.2 included assessing the situation in the field to adapt project document activities to reality; identify target areas, target populations and potential partners (essentially business development providers and NGO in their absence); supporting a grass roots bottom up approach involving the target group and organizations supporting them, to truly address local needs. Lengthy discussions and negotiations occurred with partner organizations, inter-agency partners, government counterparts and internal UN agency administrative and financial procedures to enable the development of Terms of References, work plans and budgets which all could agree on. This was a challenging task, yet resulted in a steady stream of activities coming on-line in early 2010.

Regarding outputs 3.1 and 3.2, 5 potential cultural products/services were identified through Value Chain Analysis as indicated above. Upon selection of these 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 identified stakeholders will be used for further works by the programme’s Legal consultant. 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 Legal Consultant.

As for output 3.3 (infrastructures created to promote cultural products) preliminary work started to identify locations for cultural centers, including the visit of a plot of land donated for this purpose by the Ministry of Culture and Fine Arts in the capital city of Ratanakiri province and discussions with partners regarding the sustainability of these centers. In late December 2009, the elaboration of concept note for the Ratanakiri Cultural Center was initiated.

* Report on the key outputs achieved in 2009 including # and nature of the activities (inputs), % of completion and beneficiaries.
* **Output 1.1 (enhanced national capacity with regards to cultural policies):** 
  + PMC constituted and convened: two meetings organized in August and November 2009 involving representatives of 4, then 6 Ministries.
  + Documentation and training materials translated in Khmer: Basic Texts of the 2003 Convention for the Safeguarding of Intangible Cultural Heritage; Guidelines for the Establishment of a Living Human Treasures System; “Recherches preliminaires sur les langues minoritaires du Cambodge” and the content of the customized training as mentioned below was also translated and printed in Khmer.
  + Research publications: as part of the awareness raising efforts and promotion of cultural diversity in Cambodia, contacts have been established with researchers to produce inventories related to Indigenous cultures in Cambodia (languages, artifacts, oral literature…)
  + National training conducted on the 2003 Convention for the Safeguarding of Intangible Cultural Heritage in September 2009: 33 civil servants, along with representatives of 8 Civil Society Organizations were trained by an international expert. Follow up activities in the target provinces then started to be designed with the Provincial Departments and in collaboration with CLA, a partner NGO, for technical support.
  + National training on Museum Techniques in December 2009: 26 civil servants were trained by and ICCROM expert (cf. below)
  + Technical missions to the Royal Government’s future museum project site in Preah Vihear province: a team of 8 officials from the National Authority for Preah Vihear (responsible for the project) was advised on the structural organization of the museum buildings. Preliminary advice was also given by two experts, one from ICCROM and one from ICOMOS, leading institutions in sites and monuments expertise, on the possible future collections of the Museum including ethnographic components.
* **Output 1.2 (mentorship programme established):**
  + Technical missions organized to identify potential LHTs in the provinces: a team of 6 civil servants from the Ministry of Culture and Fine Arts participated in 5 missions to explain the Living Human Treasures system to provincial officials and to identify masters for potential future LHT nomination.
  + National consultation on the draft sub-decree on the establishment of a Living Human Treasure System in Cambodia: 180 civil servants and representatives of the civil society and artist were involved in the national consultation process (they are considered as indirect beneficiaries as they both learned from the process and brought their own expertise to it). An expert from Korean, founding country of the LHT system, was invited to participate in the national consultation.
* **Output 2.1 (marketing networks and association of producers established):** 
  + Groups and associations of producers were identified. Villages were selected and the Baseline Survey started. 263 producers (of whom 62% is women) were identified in the ethnic minority areas of the 4 target provinces from September to November, 2009 and a Needs and Problems Analysis was carried out by partner organizations.
  + Partnerships were established with partner organizations (cf. 2.2 below) for handicraft producer groups’ formation and Business and Financial Education Training. Support was provided to AAC for the organization of the Trade Fair: “Buy Cambodian Products, Angkor Handicraft fair” in Siem Reap (January 2010) (cf. output 3.2 below).
  + Training materials were developed and/or adapted with partners to be used by partners with producer groups.
  + Producer group were formed: 16 producer groups were formed in the 4 target provinces from November to December, 2009.
  + Training on micro enterprise development was conducted: 255 producers received 5 days trainings (1275 person days of training) on Micro Enterprise Development in their communities of the 4 provinces from November to December, 2009.
  + Study tours, exposure and awareness trip were planned: 3 exposure and awareness trips of producer group representatives were discussed and planned with producers, NGOs (MODE, COWS and PKH) to visit markets and private sector in and out of the target provinces from February to March 2010.
  + The selection of target population, the formation of groups, and the capacity building to group members were made with the participation and cooperation of local authorities and relevant stakeholders (PDoAFF, PDoIME, PDoC, PDoCFA and NGOs). The production skill trainings will be conducted after the study tours of producer group representatives; the trainings were planned with potential partners.
* **Output 2.2 (improved BDS delivery to cultural entrepreneurs):**
  + Products based on available natural resources were identified. Handicraft, resin and jar/pottery have been identified as potential products to support livelihoods and natural resources of majority indigenous people in rural communities (cf. above).
  + BDS providers or in their absence NGOs were identified: 6 NGOs (MODE, COWS, PHK, FLD, CCC, CEDAC, VCF and MVI) were identified to become partners of the Joint Program team and support target producers. Collaboration was also finalized with training organization for institutional support to AAC which itself brings technical support to partners in the field.
  + Term of References were developed and partnerships secured: 6 TORs (3 for handicraft, 2 for resin, and 1 for jar/pottery) have been developed with partner NGOs in the 4 provinces to implement the following activities: design technical training materials; deliver training on business management, product development, group management and natural resource management; undertake market survey; establish market networks between producer groups and private sectors. Three terms of references for production workshops were also developed to establish contracts with service providers. Business Development Service contracts were concluded with 4 local NGOs and an additional 4 under preparation (sometimes, multiple partnerships are secured with the same service provider where FAO, ILO and UNESCO support different outputs of a common Terms of Reference). The capacity building production workshops were designed and planned in consultation with local authorities, NGOs and producer groups.
  + Business management training materials were designed in close collaboration with the selected national and field partners.
  + The Baseline Survey was initiated and, as of December 2009, was being carried out in the 4 target provinces, with 120 household per province.
* **Output 3.1 (effective implementation of trade legislation and procedure):** 
  + Five potential cultural products/services were identified through Value Chain Analysis. 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 2009.
  + Series of consultative meetings between public sector (Provincial Departments 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 tremendously contributed to establishment of relationship between public sector, private sector, and civil society.
* **Output 3.2 (competitiveness strategies developed)**:
  + In addition to identification of the products/services, market solutions and strategies to upgrade identified value chains were also initiated for future intervention for the programme.
  + In support to enhancement of market understanding among producers and promotion of selected cultural products and, 23 producers and local NGO staff from all targeted provinces were sent (with participation of 60% women) to the national event “One Province One Product Trade Fair” in Phnom Penh and to a Handicraft Trade Fair “Buy Cambodian Products” in Siem Reap; trade fair participation will be repeated as part of promotion of market access and understanding.
* **Output 3.3 (infrastructures created):**
  + Identifications of appropriate locations for the cultural centers: after several field trips and extensive consultations at the local and national level, it was decided to select Ratanakiri as the first location in partnership with the Ministry of Culture and Fine Arts and Mondulkiri as a second location in partnership with a local NGO (NOMAD). Furthermore, it was agreed to provide technical support to the Royal Government’s Museum project in Preah Vihear. This major project not focuses on archaeological artifacts but also on the natural and cultural diversity of the province with special attention to the heritage of the Kuoy Indigenous People.

* Explain, if relevant, delays in programme implementation, the nature of the constraints, actions taken to mitigate future delays and lessons learned in the process.

Implementation of activities started late for a number of reasons:

* Although New York sent funds to participating Agencies’ Headquarters in time, some Field Offices received the funds late
* Recruitment of programme staff and procurement of equipment for the Joint Programme Office,which is provided by the Ministry of Culture and Fine Arts, took three months from the date of the funds transfer from New York
* Once the team was complete, it was necessary to start with the wide ranging consultations of institutions and actors involved in the fields of creative industries and Indigenous Peoples. It was also necessary to review existing literature and to undertake field trips to the target provinces in order to assess the situation and identify potential target areas, target populations and partners.
* Many activities related to output 1.2 and especially 2.2; 2.3; 3.1; and 3.2 could not be started without prior completion of the Value Chain Analysis for which the planned timeframe in the project document was unrealistic.
* However, this period of time proved to be a necessary and useful inception period so that by the end of Year 1, the Joint Programme team had a better understanding of the target areas and Indigenous Populations as well as of the creative industries sector. List the key partnerships and collaborations, and explain how such relationships impact on the achievement of results.
  + Partnerships with the Royal Government: it is in the nature of the Joint Programme to have a close working relationships with the government, especially with the partner Ministries which must be associated as much as possible with the implementation of the activities. This association can be promoted through joint implementation, consultation and information sharing, observation and participation in the decision making process.
  + With regards to the many activities of the Joint Programme, to be implemented with/through local NGOs, (esp. with regards to outcome 2), local officials (provincial representatives of the partner Ministries) are invited to attend/witness the activities (such as trainings of producers groups) and facilitate their implementation in the target villages.
  + With regards to activities linked to outcome 1, close working relationships have been established with the Ministry of Culture and Fine Arts, especially for the Living Human Treasures (LHT, linked to outcome 1.2) component. This close association not only allowed the Ministry’s officials to be better informed about the LHT system and the cultural Conventions but also to promote the adoption at the national level of a legal text (Royal Decree for the establishment of a Living Human Treasures System in Cambodia) which was submitted to the inter Ministry committee at the end of 2009. With regard to the trainings on the cultural Conventions (1.1) partner Ministries are not only beneficiaries but also hosts and co-organizers so that they are involved at every stage of the implementation process Finally, the partner Ministries are involved at the decision making level within the PMC (and throughout more ad hoc consultations when the PMC is not gathered). Therefore partnerships with the Ministries prove essential to the implementation of some outputs.
  + Partnerships with local NGOs: as the Joint Programme largely focuses on improving the livelihood of local Indigenous communities, it is essential to secure partnerships with local institutions. It was initially planned to run these activities with local Business Development Services (BDS) providers which are however not available in the target areas. Their role is being played by NGO’s with whom partnerships have now been established. These partnerships are the backbone of the programme implementation as the target producers groups can be strengthened and their skills transferred and improved through the outreach of these NGOs who have permanent structures in the target areas and who have already established close relationships with Indigenous communities. The programme also establishes links amongst all of its partner NGOs and with other areas/markets in the country to promote the establishment of marketing networks, as well as supporting the organizational development of the NGOs involved to ensure sustainability in the longer term.
  + Partnerships with national NGO’s: at the national level, partnerships are established with NGOs whose structure and expertise can be used to strengthen the organizational structure and capacities of the local partners while supporting the development of adapted training materials used at the local level, therefore contributing to the establishment of a wider training infrastructure. Ideally these national partners would be Member Based Organizations (MBO) but again, given the Cambodia contexts, they largely remain NGOs or associations of NGOs. These partnerships are very important as they allow to develop a wider approach to programme activities and help develop a general coherence.
  + Private companies have been contacted to provide technical skills on production and establish market networks with producer groups
* Other highlights and cross-cutting issues pertinent to the results being reported on.
  + Target areas, target populations and partners have been jointly selected by the programme team in order to ensure that all activities have the same focus. At the same time, whenever possible, Terms of Reference (TOR) have been jointly developed by the Agencies establishing partnerships with a single NGO, including for the baseline survey, which permits multiple partnerships with the same partner through one single logical framework.
  + Training materials have been jointly developed (especially with regards to outcome 2 jointly implemented by ILO and FAO) whenever possible and relevant.
  + The reporting format of NGO partners has been jointly developed to keep track of the progress from the field.
  + However, when presented with the Joint Programme, potential partners have a tendency to expect too much support (especially financial support).
  + Huge transactions costs are also involved in the Joint Programme day to day management. Consensus is there to balance agencies’ different views, perspectives and ways of working. The existing validation committee, the PMC meets too infrequently, and more frequent meetings are not feasible considering the high level representatives present. Program officers should be given more of a decision making mandate to facilitate decision making in an already complex environment.
  + Reporting requirements sometimes become excessive (MDG-F added to individual Agencies reporting) and time consuming.

# Future Work Plan (if applicable)

* Summarize the projected activities and expenditures for the following reporting period (1 January-31 December 2010), using the lessons learned during the previous reporting period.
  + Activities will continue as planned, according to the work plan and budget sent to the MDG-F Secretariat in January 2009 until a proposed revision is approved by the Secretariat and the PMC, probably by June 2010 (cf. below).
* Indicate any major adjustments in strategies, targets or key outcomes and outputs planned.
  + The JP Team is presently working on a revision of the logframe and work plan for Year 2 of implementation. The PMC has been informed and once the revision has been shared with the MDG-F Secretariat for comments, it will be submitted to the PMC for approval. This revision is however more a reformulation which aims at adapting interventions to field reality.
  + An advocacy and communication strategy is being designed for all four participating Agencies and the UN Resident Coordinator Office
  + A gender integrated matrix linked to the logframe is also being developed all four participating Agencies

# Performance Indicators (optional)[[6]](#footnote-6)

* Fill the table in this section to report on the indicators set at the output level as per the approved results framework in the programme document.

# Abbreviations and Acronyms

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

AAC: Artisans Association of Cambodia

BDS: Business Development Services

CANDO: Cambodian NTFP Development Organization

CCC: Cambodian Craft Corporation

CEDAC: Centre d’Etudes et de Développement Agricole Cambodgien

CISP: Creative Industries Support Programme

CLA: Cambodian Living Arts

CORD: Cambodian Organization for Research and Development

COWS: Cambodian Organization for Women Support

FLD: Farmers Livelihood Development

JP: Joint Programme

MBO: Member Based Organizations

MDG-F: Millennium Development Goals Achievement Fund

MDG: Millennium Development Goals

MODE: Minority Organization for the Development of Economy

NGO: Non Governmental Organizations

Nomad RSI: Nomad Recherche et Soutien International

MVI: My Village International

NTFP: Non Timber Forest Products

PDoC: Provincial Department of Commerce

PDoCFA: Provincial Department of Culture and Fine Arts

PDoAFF: Provincial Department of Agriculture, Forestry and Fisheries

PDoIME: Provincial Department of Industry, Mines and Energy

PKH: Ponlok Khmer

TOR: Terms of Reference

UN: United Nations

VFC: Village Focus Cambodia

1. The term “programme” is used for programmes, joint programmes and projects. [↑](#footnote-ref-1)
2. E.g. Priority Area for the Peacebuilding Fund; Thematic Window for the Millennium Development Goals Fund (MDG-F); etc. [↑](#footnote-ref-2)
3. The start date is the date of the first transfer of funds from the MDTF Office as Administrative Agent. [↑](#footnote-ref-3)
4. All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office. [↑](#footnote-ref-4)
5. E.g. in the case of the MDG-F, it is important to show how the programme relates to the UNDAF and how it aims to support national development goals, including the Millennium Development Goals. The causal links and rationale between the joint programme, the thematic window of the MDG-F and the MDGs should be clearly stated. In the case of the Peacebuilding Fund’s Peacebuilding and Recovery Facility (PRF), show how the programme relates to the PBF Priority Plan’s objectives. For the UNDG Iraq Trust Fund, explain how the programme relates to the UN Assistance Strategy for Iraq, UN MDGs, ICI, NDS, etc. [↑](#footnote-ref-5)
6. E.g. for the UNDG Iraq Trust Fund and the MDG-F. [↑](#footnote-ref-6)