



Mid Term Review

National Monitoring Support Programme  
(NMSP)

Royal Government of Cambodia  
Ministry of Planning

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Version 2.0

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## Acknowledgements

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The consultant would like to take the opportunity to thank and acknowledge all people who have helped guide and who have participated within the mid-term review of the NMSP programme.

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*This update of the draft MTR draft report provides a substantially revised version from (v1.1) upon the feedback presented by Team A MoP and UNDP CO. The feedback has provided the mission with the scope to take into consideration the evolved environment and shift the base line of the assessment from the Pro Doc formulation to incorporate the agreements reached during the NMSP – PB meetings to guide the findings as an update to the Pro-Doc and Results Framework is on-going. Thus this draft MTR report accommodates, as outputs, work that has been implemented but which falls outside the current Pro Doc and results framework. Of importance is that the MTR does provide a set of recommendations and options that can be utilised to enhance performance for the remainder of the project cycle so that the NSMP can effectively contribute to CPAP and UNDAF.*

## Executive Summary Mid Term Review of NMSP Programme

1. The UNDP NSPD/CMDG Monitoring Support Programme (NMSP) is classed as a five-year intervention, which was initiated in June 2011 after a delay to start with a planned end-date of 31 December 2015. The design of the programme was based upon a resource base of \$USD 4M, which was intended for joint funding between UNDP as the lead organisation and key DPs including those who are members of the Technical Working Group for Planning and Poverty Reduction (TWG-PPR). The Ministry of Planning (MoP) under the UNDP National Implementation Modality (NIM) is leading the implementation the NMSP programme.
2. NMSP is being implemented within a much SMALLER FINANCIAL ENVELOPE than what it was envisaged and designed around with a short fall of USD \$ 2.2 M (55%) of the fund requirement being witnessed. To-date no adjustment to the Pro-Doc to take into account the impact that upon actions that can be programmed and implemented, the deliverables that can be feasibly attained and engagement and retention of staff for the programme has been made.
3. The findings of this MTR suggest that to date the programme is delivering a MIXED LEVEL of performance in its three deliverable areas mainly due to; (1) the pre-mentioned shortfall of funding, (2) an evolving operational environment, and (3) the realisation of the Pro-Doc being ambitious within one component area. The overall assessment is based upon a multi-dimensional (qualitative and quantitative) analysis of the actions undertaken, products developed, and deliverables attained indicates that the programme is performing in near alignment to the agreed AWP and strategic decisions of the project Board Meetings (19 March 2012, 8 October 2012 and 22 January 2013). However, when employing the Pro-Doc as the baseline for the MTR assessment the implementation of the project to some extent, has veered from its original strategic focus especially within the boundaries of KD 1 and 2 when comparing activities to the original results framework.
4. Whilst it is safe to assume that the LIMITED RESOURCES HAS EFFECTED THE ABILITY of the NMSP to realise its potential to date as actions have had to be reduced this scenario has also been compounded by a DRIFT IN TERMS OF EMPLOYED STRATEGY that should have witnessed the NMSP providing innovative policy level support which combines conceptual and technical inputs across all three deliverable areas to a situation where NMSP is proving more focused technical inputs to address capacity gaps in relation the workflows and functional needs of MoP.
5. Within the context of planning and implementation, the MTR reveals that where the Pro-Doc and the associated results framework has been followed (D3) then high levels of performance in terms of efficiency, effectiveness, and impact is witnessed. This has been verified during the field missions undertaken whereby it was witnessed that Provincial level teams were able to self generate provincial, district and commune CDB products to aid the sub-national planning processes. Additionally they were able to interpret the reports to inform planners of key focal areas that should be considered when developing annual plans and formulating development projects.
  - i. *At the commune levels it was found that the commune councils owned a good understanding of CMDG progress and lagging CMDG areas. During the course of the focal group meetings held, the CCs were able to identify which CMDGs were lagging and provide some form of analysis to identify key issues and bottlenecks that affect such CMDG scores and profiles as recorded within the CDB. In addition, the CC's were also able to provide copies of the commune data books from previous years and even more*

*explicitly were able to discuss openly where they encountered difficulty in collecting accurate data.*

- ii. *Without doubt this level of understanding at both provincial and commune level is reflective of the work that has been completed within the framework of the programme. Weaknesses were witnessed at District level but such issues are directly related to the current functionality of the District Administrations and the on-going work of the NCDD.*
6. Within D1, the programme has supported and facilitated the MoP GDP in the development, production, printing and dissemination of a series of high quality analytical and synthetic documents inclusive of; (1) MTR of the NSDP, (2) NSDP / CMDG progress reports – 2011 and 2012 being in total alignment to the Pro-Doc and results framework.
7. AWP planning and implementation in relation to KD1 has seen a [\*DEFINITIVE STRATEGIC SHIFT\*](#) that has veered actions away from the original identified actions of stimulating high level policy dialogue and supporting cross institutional evidence based decision-making associated with accelerating lagging NSDP / CMDG areas using bottleneck analysis research and developing evidence informed concept notes.
8. Actions within KD1 and KD2 delivered through NMSP have focused upon issues of M&E and the identification of credible indicators. Whilst such work may be considered as [\*BEING OF VALUE\*](#) providing clear linkages to the formulation of the new NSDP (2014 to 2018) this work is not explicit in relation to the Pro-Doc. The MTR suggests that the activities that have been implemented to-date provide a useful capacity development process as recognised within the board meeting (8<sup>th</sup> October 2012), and therefore [\*PROVIDE A BASIS\*](#) for an update of the Pro-Doc and results framework.
9. Given that a majority of the work undertaken within D1 and that which has been attempted with D2 is not referenced by or aligned to the Pro-Doc then the MTR indicates such work currently falls outside of the scope of the programme but [\*IS SUPPORTING\*](#) the ability of the NMSP to effectively and efficiently contribute to the attainment of CPAP outcome.
10. Of note however is that a fundamental research activity that was commissioned by the programme in relation to D1 (analysis of national and sub national planning linkages) and which would complement D2 and utilise outputs from D3 was not completed resulting in a [\*MISSED WINDOW OF OPPORTUNITY\*](#) for the project to introduce high level informed policy advice that complemented the potential for the development of acceleration strategies for lagging NSDP / CMDG areas.

11. Although the programme is making progress at this juncture a [REDUCTION OF THE SCOPE](#) of the programme would allow for NMSP to fully meet its objectives of contributing to CPAP outcome 5.1. This can be achieved through the careful review and amendment of the Pro-Doc and the results framework to address; (1) the changing operational environment, (2) the funding shortfall, and (3) time constraints implement activities. Based upon such amendment the AWP 2014 and 2015 will need to be re-developed and actions programmed and implemented so that deliverables can be met without variation. The revision of the Pro-Doc also needs to address issues of non-feasibility and over-ambitious actions whilst also explicitly developing improved indicators for the intervention.
12. Whilst many reasons may be cited to account for the current status of deliverables for programme the MTR reveals that three categories of issues need to be addressed proving a series of limited recommendations that need be considered.

### Strategic Recommendations

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- SR1. *The NMSP must focus its actions to provide [POLICY SUPPORT AND POLICY DIALOGUE](#) facilitation to MoP and beneficiaries as well as assisting the needs of MoP*
- SR2. *The international advisor must assume a role of [SUPPORTING BOTH TEAM A AND TEAM B](#) respectively and should not be compartmentalised to work within the sphere of a single team*
- SR3. *The [FUNDING GAPS THAT PRESENTLY EXIST NEED TO BE ADDRESSED](#), so that the NMSP can support key actions. Meetings held with the EC suggest that funding through the framework contract modality can be made available to support specific programme actions. For example a framework contract ToR can be raised by the NMSP to support the integration of national and sub national planning via a pilot exercise(s) that develop provincial acceleration strategies for provincial lagging NSDP / CMDG areas using the CDB derived tools*
- SR4. *[IMPROVED INTEGRATION](#) with the UNDP LPP project needs be sought and synergies developed. Additionally closer working relationships with the JICA funded PILAC2 project at an operational level needs be realised to support the sustainability of the CDB score cards and sub-national profiles*

### Management Recommendations

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- MR1. *[THE PRO-DOC REQUIRES AMENDMENT](#) in light of the current financial shortfall and the changes witnessed in terms of the NMSP operational environment. The Pro-Doc needs to be adjusted to reduce the scope of the programme (i.e. removal of Key Deliverable 2 and removal of Sub Deliverable 1.4) additionally the targets as contained within the results framework need revising to provide more explicit and ac indicators.*
- MR2. *Whilst the basic management structure of the programme should be retained the full-time CTA position should be replaced by a [PART-TIME INTERNATIONAL ADVISOR POSITION](#) for the remainder of the programme cycle, providing an input of between 100 and 120 days per annum)*
- MR3. *[AWPs \(2014 AND 2015\) NEED BE RE-DEVELOPED](#) aligning to the amended Pro-Doc. The new AWPs need to be formulated to reflect the strategic policy level options as opposed to providing technical level actions*

- MR4. [A SIMPLIFIED M&E](#) to monitor programme performance and to support progress reporting needs be developed. The M&E system must use the results framework of the Pro-Doc as its reference

#### Operational Recommendations

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- OR1. Key Deliverable 1 – This to be retained in its current form as contained within the pro-doc inclusive of original targets set albeit with changes made to Sub Deliverable 1.2 and Sub Deliverable 1.4 as follows.
- OR2. Sub Deliverable D1.2 “NSDP / CMDG policy dialogue forums are held” is still relevant but would appear to be very challenging at national level. This requires to be re-focused to address the formulation of NSDP / CMDG acceleration strategies at the provincial level in two pilot areas to be implemented through EC framework contracts. The action will then link 1.1 to 1.3, and additionally develop synergy with Key Deliverable 3. (a separate concept note has been developed for this purpose).
- OR3. Sub Deliverable 1.4 “A multi-donor PBA modality is adopted and implemented in support of MPSP” is no longer relevant and needs removal. To allow for the retention of unforeseen work (M&E) within the context of the Pro-Doc, SD 1.4 can be used and reworded to contain the following, “... support to NSDP (2014-2018) M&E via the establishment of a suitable M&E framework and clear identification of explicit indicators to promote LM M&E systems conformity”. Since work has already been undertaken in this area the follow-up actions need be limited to: (1) development of a consensus built M&E framework for the NSDP (2014-2018) using the NWGM&E, and (2) Agreement upon NSDP indicators through consensus approach via NWGM&E.
- OR4. Key Deliverable 2 – This is not attainable due to issues of funding and strategic relevance given the mandate of the NCDD-S and the positioning of the MoP in terms of the D&D reform process and IP3. This deliverable can be removed from the Pro-Doc without affecting the NMSP contribution to CPAP Output 5.1
- OR5. Key Deliverable 3 – No change is required however emphasis needs be placed upon SD 3.3. This can be achieved by the linking of the CDB with the CCPD through financial data fields that contained the actual investment figures contained within the District and Provincial Rolling investment plans which are annually consolidated and generated by MoI / NCDD.
- OR6. Specific CTA work tasks need be completed by December 2013, which need be limited to the following to reduce any possibility of slippage
- OR7. Assistance to MoP to finalise the NSDP (2014-2018) that needs be limited to the development of an M&E framework and identification of indicators consolidated within the compilation of a quality M&E strategy document for the NSDP (2014 to 2018). No other work on M&E should be undertaken with all programme support for M&E being tapered off at the session of the CTA input
- OR8. Completion of the NSDP / CMDG progress report (2013)

## Abbreviations

AWP	<i>Annual Work Plan</i>
CC	<i>Commune Council</i>
CDB	<i>Commune Data Base</i>
CDP	<i>Capacity Development Plan</i>
CDPD	<i>Commune Development Planning Database</i>
CMDG	<i>Cambodian Millennium Development Goals</i>
CPAP	<i>UNDP Country Programme Action Plan</i>
D&D	<i>Decentralization and De-concentration</i>
DPs	<i>Development Partners</i>
KD	<i>Key Deliverable</i>
LM	<i>Line Ministries</i>
MAFF	<i>Ministry of Agriculture Fisheries and Forestry</i>
MoP	<i>Ministry of Planning</i>
MRD	<i>Ministry of Rural Development</i>
MTR	<i>Mid-term review</i>
NCDD	<i>National Committee for Sub-National Democratic Development</i>
NIM	<i>National Implementation Modality</i>
NMSP	<i>NSDP / CMDG National Monitoring Support Programme</i>
NMSP-PB	<i>NSDP / CMDG National Monitoring Support Programme – Programme Board</i>
NPD	<i>National Project Director (UNDP NIM Modality)</i>
NSDP	<i>National Strategic Development Plan 2006-2010</i>
PBA	<i>Programme Based Approach</i>
RGC	<i>Royal Government of Cambodia</i>
NP-SNDD	<i>National Programme for Sub-National Democratic Development 2010-2020</i>
SD	<i>Sub-Deliverable</i>
SNA	<i>Sub-National Administration(s)</i>
ToR	<i>Terms of Reference</i>
TWG PPR	<i>Technical Working Group – Planning and Poverty Reduction</i>
UNDP	<i>United Nation Development Program</i>
UNDAF	<i>United Nations Development Assistance Framework</i>
USD	<i>United States Dollar (\$)</i>

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# 1 Introduction

The UNDP NMSP/CMDG Monitoring Support Programme (NMSP) is a five-year intervention, which was initiated in June 2011 after a delay to start with a planned end-date of 31 December 2015. The design of the programme was based upon a resource base of \$USD 4M, which was intended for joint funding between UNDP as the lead organisation and key DPs including those who are members of the Technical Working Group for Planning and Poverty Reduction (TWG-PPR). The programme is a successor of a preparatory assistance project for CMDG / NSDP monitoring (July 2008 to March 2011) that part verified the core design features for the current programme. This MTR references the final report of the above-mention project as a critical learning resource has been used and perhaps in some context neglected within the design and implementation of the NMSP to-date.

The Ministry of Planning (MoP) under the UNDP National Implementation Modality (NIM) is leading the implementation of the NMSP programme. Currently it can be considered that the programme cycle is 50% complete, although a delay to start was witnessed. The timely and effective organisation of this MTR will assist the Programme Board (NMSP-PB) to steer and to plan for the remainder of the programme cycle, building upon lessons learnt and addressing the changes being witnessed in the operational environment of the programme.

## 1.1 Programme Objectives and Rationale

The programme has three objectives as stipulated in its current programme document (Pro-Doc): -

- (1) *Strengthen the monitoring and analysis of the NSDP by MoP and LMs leading to evidence based policy decisions to accelerate progress in lagging NSDP / CMDG areas*
- (2) *Harmonised and integrated national and sub-national planning focussing upon the NSDP / CMDG targets within selected line ministries*
- (3) *Use of sub-national scorecards and other products to assess budget allocation and NSDP / CMDG performance at the sub-national level*

The underpinning rationale of the programme is to provide *capacity development support* at national and sub-national level to develop and use analytical tools in support of effective citizen orientated policymaking and development planning.

## 1.2 Programme Outcomes and Deliverables

The clarity of design of the NMSP strategically aligns the key deliverables (KD) and the outcome of the programme to the broader CPAP and UNDAF strategies for Cambodia. Purposefully NMSP has been designed to provide the following three specific outputs: -

KD 1:	<i>MoP and LMs produce evidence based policy decisions to fast track the achievement of lagging NSDP / CMDG targets</i>
KD 2:	<i>National and sub national plans are fully integrated in five key sectors</i>
KD 3:	<i>CBD based CMDG scorecards and other products are used to focus sub-national planning processes in 194 districts / khans / municipalities</i>

Table 1-1 - NMSP Strategic Alignment

The KDs are complimented within the Results Framework by a series of sub-deliverables (SD), which have been incorporated within the Pro-Doc to support flexible and responsive work planning. Although targets have been indicated for some specific SDs, a fair degree of latitude within the context of identified actions allows for innovative planning to react to changing needs and address somewhat the evolution, and maturing of the operational environment<sup>1</sup> within the AWP process.

	Sub-Deliverables and Indicative Actions	Targets
KD 1:	1.1 – MoP & LM develop quality analytical documents	7
	1.2 – NSDP / CMDG acceleration policy dialogue forums	5
	1.3 – 2014-18 NSDP includes sub national analysis and acceleration strategies	Report Quality Adoption
	1.4 – Multi donor PBA modality is adopted by DPs to support the MPSP	
KD 2:	2.1 – Procedures for synchronised planning	5 procedures
	2.2 – Draft guidelines shared across sectors	5 guidelines
	2.3 – Participating LMs develop vertically integrated plans	5 plans
KD 3:	3.1 – CDB based scorecards and other products are generated to assist SNA planning	4 products
	3.2 – Sub national actors are able to use scorecards for local planning	100 trained
	3.3 – Performance of sub-national entities on CMDGs and budget allocation assessed annually	4 Ranking reports
	3.4 – Experiences about localising CMDGs and tools are shared nationally and internationally	5 events

Table 1-2 - NMSP Deliverables, Sub-Deliverables and Actions (Results Framework)

### 1.3 Linkage to Broader UNDP Country Strategy

A very strong linkage between the NMSP, UNDAF, and CPAP exists with the project being purposefully designed to complement the achievement of CPAP outcome 5, and contribute to the realisation of outcome 4.3 of UNDAF as illustrated below: -

#### UNDAF Outcome 4.3

*"Enhanced capacities for collection, access and utilization of disaggregated information (gender, age, target populations, region) at national and sub-national levels to develop and monitor policies and plans that are responsive to the needs of the people and incorporate priority population, poverty and development linkages."*

#### CPAP Outcome 5

*"Enhanced capacities at national and sub-national levels to develop and monitor policies, plans and budgets that are evidence-based and geared towards the attainment of the MDGs by 2015"*

#### CPAP Output 5.1

*"Evidence from analytical tools is used to guide policy decisions, planning and resource allocation at the national and subnational levels to accelerate achievement of CMDG"*

<sup>1</sup> The mission suggests that the evolution and on-going maturity of the operational environment relates to changes within RGC government practices and organizational change, which is coupled with the dynamic developments within the area of aid effectiveness and the associated update of DP strategic development processes, funding arrangements, and implementation methodologies. As countries and DPs are gearing towards defining a post 2015 landscape for development assistance and development management volatility within organizational practices can be considered as being a paradigm shift.

## 1.4 Management Structures and Implementation

The organisational management has been designed to align to the functional mandates and strengths of the MoP (*figure 1.1*). The programme deliverable areas have been suitably divided into two sub-management and implementation structures that utilises a team approach with overall coordination being provided by the National Project Director (NPD). The management design given its high-level of coordination suggests that successful programme management and implementation and a cross cutting UNDP support team would promote, develop and enhance internal horizontal coordination mechanisms within the MoP adding value to the capacity development focus of NMSP.

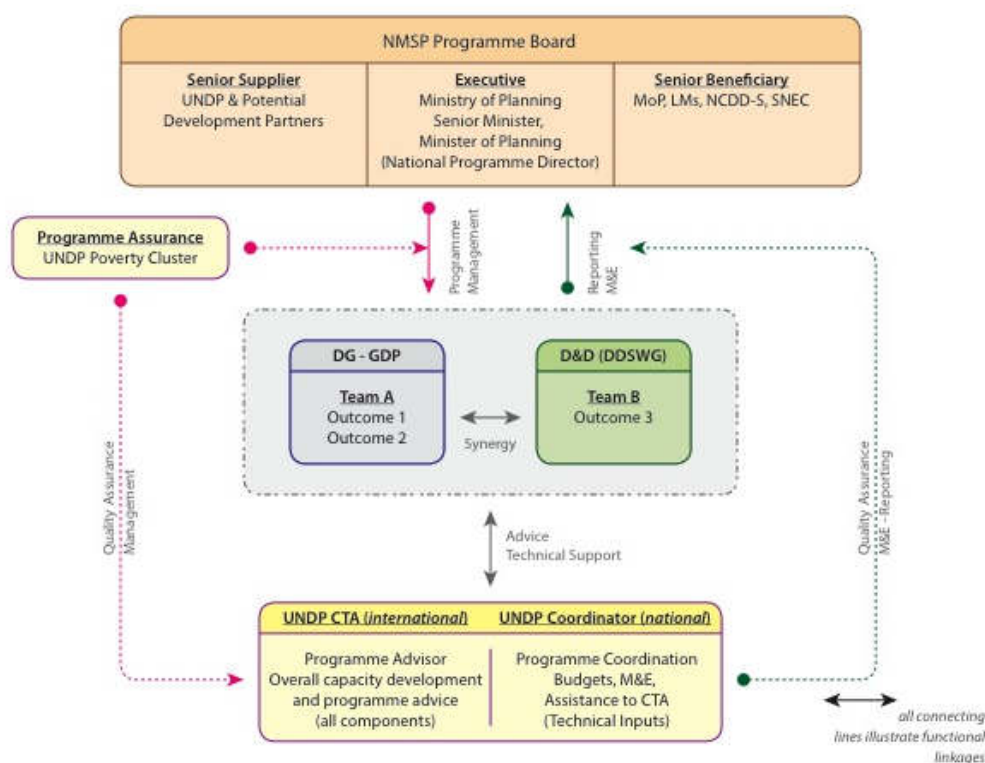


Figure 1-1 - NMSP Management Structure (Functional)

## 1.5 Resources and Funding

The NMSP has been prepared with an indicative budget of USD \$4 Million, which was developed with the expectation of obtaining co-funding through DPs who are active within the TWG-PPR. To-date the programme is being implemented solely through UNDP TRAC funding and contains a 55% budget shortfall.

	\$USD	%
Resources Required per Design	4.0 M	
UNDP TRAC	1.8 M	45%
Other / Donor	---	
Government (in kind contributions)	---	
Shortfall	2.2 M	55%

Table 1-3 - NMSP Resources and Funding

## 2 Mid Term Review

The MTR has been designed to serve as a management tool for the NMSP-PB and UNDP to guide the implementation of the programme for the remainder of its cycle. In compliance with the UNDP RBM manual<sup>2</sup> the objective of the MTR as defined by the ToR is to “...provide the project stakeholders i.e. the MoP, UNDP and members of the Project Board a comprehensive and systematic account of the performance of the project by assessing whether the project is on course in line with the project objectives and Country Programme Action Plan (CPAP) 2011-2015”

The purpose is complemented by:

- (1) Promoting accountability and transparency, assessing and disclosing levels of project achievements whether the project outputs remain relevant, effective and efficient
- (2) Assessing the relevance of project document design, scope, strategy and the Results Resource Framework (RRF) and make recommendation for redesigning the Pro-Doc taking into account changes in the operating environment in the areas of NSDP/CMDG Monitoring
- (3) Using the results findings and lessons learnt to improve the project document and framework to reflect on the current project context and situation with strong connection to the Country Programme Action Plan (CPAP) and related current strategic country focused areas.
- (4) Providing feedback on the issues that are recurrent across the portfolio and need attention for future better project intervention.

In view of the above the MTR will assess the NMSP within the context of its actions and outputs to date as compared against its initial design parameters and the deliverables and associated indicators contained within the results framework of the current Pro-Doc. The review will also reference the following (1) Project Board Meetings – 2012 and 2013, (2) final report of the NMSP preparatory project, and (3) Progress reports and AWP.

### 2.1 MTR Focus Questions

The key purpose of the MTR is to assess the effectiveness and efficiency of programme delivery to date of the implementing partner, UNDP, and the UNDP programme team. Within this regard the MTR will attempt to provide verifiable answers to the following:

- (1) What output and outcome have been delivered by the programme to-date?
- (2) Did the output and outcomes attain the objectives of the project and programme outcome
- (3) What factors have contributed to achieving or not achieving the intended objectives of the project and programme outcomes?
- (4) Has the UNDP partnership strategy been appropriate and affective?
- (5) What factors had been contributed to effectiveness or ineffectiveness?

### 2.2 Methodology

The MTR has been tailored to suit the scope and specific requirements of the ToR being guided in normative and practical terms by the RBM Monitoring and Evaluation Handbook and other relevant documents that underpin UNDP results based management methodology<sup>3</sup>. The MTR was conducted as an in-depth review that used a participatory approach, attempting to involve all stakeholders inclusive of but not limited to;

<sup>2</sup> Reference: UNDP (2009) Handbook on Planning, Monitoring, and Evaluating for Development Results

<sup>3</sup> Reference documents; OECD DAC (1991): Principles for Evaluation of Development Assistance, UNEG (2012): The Norms and Standard for Evaluations, UNDP (2009): Handbook on Planning, Monitoring, and Evaluation for Development Results, UNEG (2012) Ethical Guidelines for Evaluation, UNDP (2007): Empowered and Equal – UNDP Gender Equality Strategy 2008-2011.

- (1) Programme Director, Managers, and Staff (MoP)
- (2) UNDP international advisor and national co-ordinator
- (3) Members of the TWG PPR (DPs)
- (4) Participating LMs and RGC Agencies namely; NCDD, MAFF, MRD, MoI
- (5) Sub-national planning institutions (Province, District, Commune)

The mission was conducted in-country from 20<sup>th</sup> June 2013 with some preparatory work being undertaken prior to the initial briefing with the NMSP programme team. The timing of the mission coincided with the national elections and annual leave periods therefore issues of fuller participation within the MTR exercise have been taken into account with a fair degree of flexibility being inbuilt into the process.

A mixed method approach to data collection and analysis was made, whereby quantitative and qualitative data from national and sub-national levels has been used to verify the management and implementation performance of the programme (table 2-1). In general it is often problematic to develop metric based<sup>4</sup> M&E tools for deployment unless specific surveys are designed and under-taken. Given the scope of this MTR a survey was not be undertaken hence the only metrics that were used during the analysis were directly related to the targets established within the NMSP results framework.

	Data Source
Quantitative:	<i>NMSP progress reports</i> <i>MoP associated reports</i> <i>NSDP / CMDG reports</i> <i>Previous related UNDP reports</i>
Qualitative:	<i>Consultations with UNDP programme team</i> <i>Consultations with NMSP project board members</i> <i>Consultations with sub national actors</i> <i>Meetings with DPs</i>

Table 2-1 - MTR Data Sources

## 2.3 Linking the MTR findings to wider UNDP strategies

As previously indicated (section 1.3) the MTR undertook, through its applied methodology, to directly link programme performance to the wider UNDP strategies of UNDAF and CPAP. The mission therefore examined the project deliverables and outcomes level as contributors to the above-mentioned strategies as illustrated in the appendices<sup>5</sup>. Additionally recommendations are provided in light of these strategies, which in the opinion of the mission remain valid providing more than adequate linked outcome targets for NMSP.

<sup>4</sup> Metric based tools utilize measurable indicators that can be defined using numbers, for example the Results Framework for the programme indicates that 7 reports will be generated under sub deliverable 1.1 – this is a metric based indicators that can be measured by the number of reports produced.

<sup>5</sup> Reference Appendix I - Performance by Key Deliverable Areas, and Appendix II – Performance Charts by Sub Deliverables

## 2.4 Phasing of the MTR

The MTR was implemented using a combination of three phases leading to the generation of this document (*figure 2-1*). A complete work programme for the mission was presented during the inception phase being included within the inception report. The mission acknowledged that the national elections would necessitate a flexible approach. Therefore, it was agreed that the initial two phases would be completed on time (to the ToR) with a potential extension of the final MTR report to allow for feedback from NMSP-PB members due to additional workloads and demands being placed upon RGC officials during the election and post-election period.

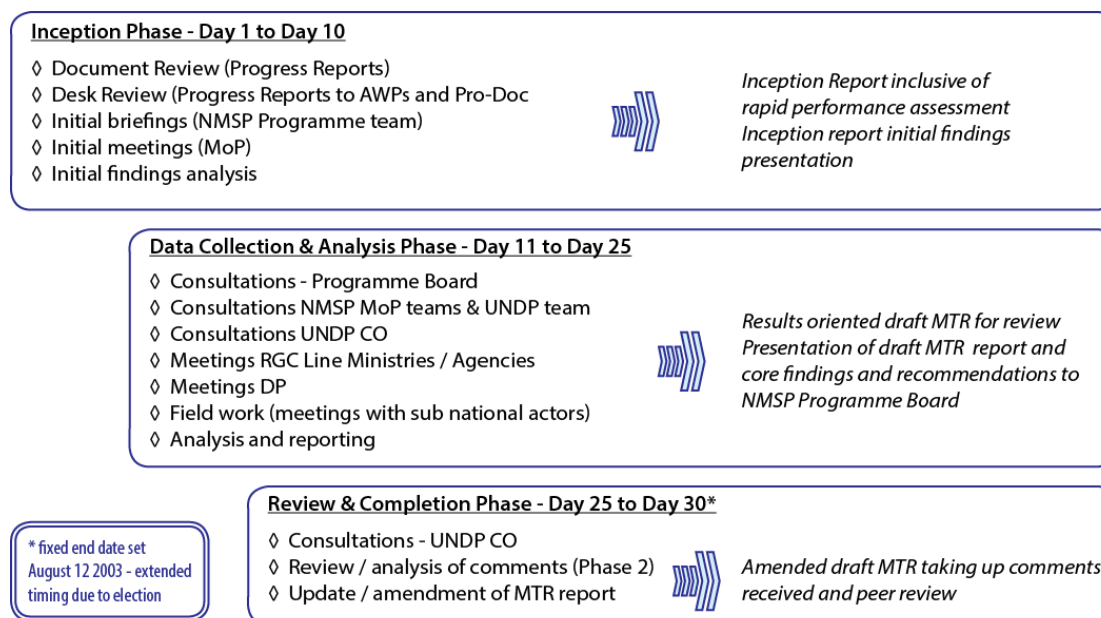


Figure 2-1 - NMSP Mid Term Review Planning

## 2.5 MTR Limitations

Limitations for the MTR have been previously highlighted within the MTR inception report and have remained valid throughout the mission. Impediments to the mission have, in general, been limited to the availability of key interviewees due to impact of the 2013 Cambodian National Election. This factor has been additionally compounded due to annual leave associated with international personnel.

An international consultant conducted the MTR with assistance from UNDP CO and the NMSP UNDP programme team. It is commonly found that a MTR of this scope and size is conducted using a team approach consisting of a combination of one or more international and national experts. This MTR is broad in its context in that it deals not only with implementation at national and sub national levels but also supports partnerships and policy dialogue across national government entities. Thus the range of issues that the MTR analysed was diverse and challenging in terms of geographical coverage, institutional arrangement, and time. However, UNDP CO through the assignment of the NMSP programme assistant to support the mission assured that this issue was mitigated as practically as possible.

The timing of the MTR although in alignment with the programme cycle coincided with the national elections. In some circumstances this impacted upon the MTR in the context of data



and information collection at national level as meetings and dialogues with RGC senior officials became difficult to arrange and maintain due to demands being placed upon their time.

The time constraints of the MTR also limited the amount of consultations and focus group meetings that were conducted at sub-national level. At a maximum only 3 Provinces (12.5% of the country) was covered by the MTR, which would suggest that collated data and information might only provide guidance for the findings of the MTR. Although the MTR has made assumptions based upon consultations and review of associated documents it is suggested that the information gained at sub national level given its geographical scope may not be fully representational of the actual situation.



### 3 MTR Questions

The MTR has been commissioned to provide answers to the following questions, which have been slightly amended from those contained within the ToR to reflect the nature of a mid-term assessment.

#### 3.1 What outputs have been delivered by the NMSP programme to date?

DELIVERABLE 1 - NSDP / CMDG MONITORING; In relation to the Pro-Doc this deliverable area comprises of a set of four (4) sub deliverables, which are directly attached to specific targets that are to be met during the programme cycle. The MTR reveals that a mixed level of outputs has been attained within the four sub deliverables (SD) which when combined indicate quite clearly that the implementation of this deliverable area is strategically and performance wise PROGRESSING WITH LIMITATIONS.

Targets established for SD 1 calls for the NMSP programme to support the MoP GDP to develop regular quality analytical and synthetic reports. In the main this work has been completed in terms of the generation and delivery of the MTR for the NSDP and the annual NSDP / CMDG progress reports. However, the Pro-Doc also suggests the need for SPECIFIC BOTTLENECK REPORTS in relation to lagging NMSP / CMDG areas. Such reports differ considerably from current reports in that they define what is hindering the achievement of lagging CMDGs and provide options and solutions to accelerate progress as opposed to just reporting upon the position of the CMDGs in terms of their 2015 targets. To-date these have not been generated therefore weakening the underlying capacity development concept of the programme, i.e. the introduction of new methodologies and processes for supporting and guiding evidence informed policy decisions in alignment to the mandate of MoP.

SD 2 addresses a specific issue of disseminating the findings of reports developed under SD1 through POLICY DIALOGUE FORUMS ON LAGGING NMSP / CMDG AREAS, to inform government institutions, DPs and civil society of bottleneck issues. Since the deliverables of SD 1 in relation to bottleneck analysis have not been developed then SD 2 has become problematic to deliver. However, the MoP has placed significant effort on to disseminating the MTR of the NSDP and the associated progress reports during which dialogue on lagging NSMP / CMDG areas was conducted.

The MTR also notes that extensive work has been completed in terms of the implementation of cross-institutional forums and meeting relating to the re-calculation of the poverty line, the establishment of a national workgroup for NSDP M&E, and standardised M&E indicators. However, this work is very technical in its nature and whilst being important within its own right does not provide conceptual level strategic support to MoP GDP who are mandated to provide policy advice and support to the RGC in relation to the progress and achievement of the NSDP and CMDGs.

SD3 is on-going work associated with the formulation of the NSDP (2014 – 2018), although guidelines have been issued and approved to support the inter-ministerial process it has been reported by the beneficiary Line Ministries and DPs there is LIMITED CONTENT OR REQUIREMENT TO FEATURE PROMINENTLY SUB-NATIONAL ISSUES IN RELATION TO ACCELERATING LAGGING NSDP/CMDG AREAS within the guideline. Further, the NSDP (2014-2018) formulation guideline does not indicate that MoP is to provide LMs with any form of evidence informed analysis documents or synthetic reports in relation to the sub-national position in terms of lagging CMDGs, the reasons for lack of progress, and options that may be considered to improve sector related performance<sup>6</sup>.

<sup>6</sup> Reference: RGC (2012): Guidelines for formulating National Strategic Development Plan (NSDP) 2014-2018, Responsibilities, Page 5

SD4 was related to the development of a PBA modality for DPs to support the implementation of the MPSP. A PBA clinic was organised in 2011 and reportedly produced a draft indicative road map for MoP to pursue a PBA to attract donor participation within the MPSP. A finalised approved road map still remains to be developed and no further actions have been seen within this SD area since 2011.

DELIVERABLE 2 - NATIONAL AND SUB-NATIONAL PLANS ARE FULLY INTEGRATED IN FIVE SECTORS; This was a very ambitious deliverable from the outset of the programme and carried high risk due to the mandate of the MoP and the limited levels of horizontal integration that is witnessed across line ministries but should be considered as being relevant to the CPAP outcome 5.1. To enable this deliverable to be addressed calls for a HIGH LEVEL OF INNOVATION AND FACILITATION to assure participating LMs gain the correct perception of this work and to develop effective working relationships between MoP and the identified partner LMs.

This deliverable as defined within the Pro-Doc appears to be non-feasible within the current project environment, especially when considering the limitations of budget and the work of other DP actors namely ADB who are supporting the planning process in MRD and MAFF.

To-date limited work having been completed and all actions for this deliverable being suspended in 2011 and not being considered within the 2013 and 2014 draft AWP. The NMSP (2012) progress report indicates the implementation of a workshop to facilitate the establishment of National Working Group for NSDP M&E. Various meetings / workshops have been held with three LMs to discuss M&E and associated M&E training delivered at national level. It may be argued that the work in relation to M&E harmonisation has a greater strategic fit into this deliverable area since a common M&E framework and national indicator sets would help to improve the quality of integrated line ministry planning.

Unfortunately within this KD a situation analysis and a concept paper upon the issues of linkage between national and sub-national planning that was contracted through the NMSP has not completed hence a basic COMMON UNDERSTANDING OF ISSUES OF INTEGRATION IS NOT HELD. This, in the opinion of the MTR, is the crux of this deliverable area that could have been addressed with the completion and finalisation of the commissioned study.

DELIVERABLE 3 – CDB DERIVED SCORECARDS AND OTHER PRODUCTS ARE USED TO SUPPORT SUB-NATIONAL PLANNING; In relation to the Pro-Doc this deliverable area comprises of a set of four (4) sub deliverables, which are directly attached to specific targets that are to be met during the programme cycle. The MTR reveals that a very high level outputs have been achieved within the four sub deliverables (SD) which when combined indicate clearly that this deliverable is ON-TRACK AND WORKING BEYOND ITS EXPECTED SCOPE.

### 3.2 Will the potential outputs and outcomes attain the objectives of the NMSP and CPAP?

Since the MTR reflects a time-bound “*snap shot*” of the position of the programme to-date then outcomes have yet to be attained in their true sense. Since the overall performance to-date of the programme is progressing in part alignment to the Pro-Doc, the decisions of the Project Board meetings, and the approved AWP in reference to the CPAP M&E framework it is PROBABLE that the NMSP will meet its potential to effectively contribute to CPAP 5.1. If the project remains on its current operational trajectory without an update to the Pro-Doc and the results framework to reflect the changed environment then contribution to CPAP output 5.1 will be limited to address UNDAF 4.3, which focuses upon the DEVELOPMENT OF ENHANCED RGC CAPACITIES to utilise disaggregated information to develop and monitor policy and plans that are responsive to the needs of the citizen<sup>7</sup>.

<sup>7</sup> UNDAF 4.3 calls for RGC capacity building at policy and strategic levels to assure balanced citizen focus policy development and development planning at both the national and sub national levels that incorporate population, poverty, and development linkages.

### 3.3 What factors have contributed to achieving or not achieving the intended deliverables to-date of the NMSP programme?

Many different factors can be cited that have affected the performance and attainment of targeted deliverables of the NMSP to-date, many of which consider personal subjective opinions as opposed to explicit verifiable information.

For example, issues of relevance and feasibility can be listed as being barriers that have impeded activity or that lack of resources has resulted in limited actions. Whilst at some level such examples can be part verified innovative strategies and actions to mitigate such issues (risk management) that are common features of challenging programmes such as NMSP remain to be developed by the programme team.

Given that the basic principle of development programmes to initiate change combined with the transfer of new skills and knowledge as opposed to maintenance of a status quo risk is inevitable. Therefore a common characteristic of development programmes and especially those within government institutions is operational risk. Thus, within the context of the NMSP although the MTR acknowledges that, for example, D1 and D2 do carry high risk innovative solutions that are needed be sought to mitigate such issues as opposed have not been developed. The NMSP programme to-date has adopted an option of strategic change that has focused programme resources to [SUPPORT MAINTENANCE AS OPPOSED TO AN ORGANISATIONAL DEVELOPMENT FUNCTION](#).

The MTR presents its findings in relation to current implementation barriers under two categories; (1) those factors which are outside the control of the programme, and (2) those which are within the control of the programme. Although it is acknowledged that some of these barriers will not be solved careful re-planning and a update of the Pro-Doc to reduce the scope of the programme will allow for the programme to deliver on its intended results. However, to achieve such results partnering with the EC to support a project activity that has been identified by the MTR mission via the EC framework contract modality must be achieved.

1. *External Factors that have contributed to limited performance*
    - 1.1. *The positioning of the MoP with other LMs and its scope of influence based upon its mandate*
    - 1.2. *The funding shortfall of the programme*
    - 1.3. *Emerging role of NCDD and IP3 in relation to sub national planning systems development*
    - 1.4. *Weakness of the TWG PPR*
    - 1.5. *Loss of POC has reduced government staff motivation*
  2. *Internal factors that have contributed to a limited performance*
    - 2.1. *Lack of internal synergy developed between Team A and Team B*
    - 2.2. *Lack of cross-synergies and co-working with other projects to pollenate ideas and project developed products (i.e. IP3 sub-component 2 PILLAC 2 / NMSP KD 1 & 2 synergies)*
- MR1. *The definitive loss of strategic focus whereby the programme today assumes a more technical assistance role rather than providing strategic and conceptual level support to MoP within the sphere of policy making directly related to the NSDP and CMDG lagging areas*

### 3.4 Is the current UNDP Partnership strategy appropriate and effective?

UNDP has developed a [VERY STRONG AND STRATEGICALLY IMPORTANT](#) relationship with MoP due to the efforts of NMSP to support MoP. In addition the NMSP has been able to develop effective working relationships with other UN agencies that have contributed to some of the actions that have been implemented within the framework of the programme. Clearly, in this respect, UNDP

have worked [VERY EFFECTIVELY WITH UNICEF AND UNFPA IN TERMS OF JOINED UP ACTIONS IN SUPPORTING MoP](#). In addition UNDP CO has formed effective information exchange partnerships between JICA and Team B of the NMSP project bridging institutional and operational gaps.

The only relative weakness in the UNDP partnership strategy relates to the [ENGAGEMENT OF OTHER DPs WHO COULD POSSIBLY SUPPORT THE NMSP THROUGH DEDICATED FUNDING](#) (the programme has a budget short fall of 55% - USD \$ 2.2 M). This phenomenon may also be considered as being reflective of the reported weakness of the TWG PPR.

However, given that the new NSDP (2014-2018) will be used as a basis for DP programing support<sup>8</sup> and that fact that UNDP are supporting and advising MoP within this exercise then UNDP and MoP are strategically well positioned to re-visit DPs to support the remaining implementation period and to pro-actively drive the identification and formulation of a common joined support programme post the NMSP intervention.

### 3.5 Why has such a strategy been effective?

UNDP has sought through the NMSP to support the MoP in the [ABSENCE OF OTHER DONORS](#) and continually re-enforce the importance of the NSDP and CMDGs through the generation of associated progress reports. Such actions have been effectively coupled with high level dissemination events at national and sub national levels. This strategy has been highly appropriate in maintaining the importance of the NSDP and CMDGs within the RGC and development community, and civil society.

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<sup>8</sup> The MTR was informed by the EC that their new programming cycle will be a joined effort with EU member states and that the NSDP (2014 to 2018) will be the key document to which the EC will align its next development strategy and budget for Cambodia. This strategy will assure not only the continued importance of the NSDP but has the potential to re-invigorate the MoP within the context of custodianship of the NSDP in terms of its formulation, performance monitoring.

## 4 Overall Assessment

The NMSP programme, as previously described, has been designed to contribute to UNDAF outcome 4.3 and CPAP outcome 5 through the delivery of CPAP output 5.1 *“Evidence from analytical tools is used to guide policy decisions, planning, and resource allocation at the national and sub national levels to accelerate the achievement of the CMDGs.”* Therefore NMSP since it contributes directly to the CPAP it must be considered as being a VERY STRATEGICALLY IMPORTANT programme.

This MTR assesses the progress to-date of NMSP within the three KD areas, in terms of actions that have been undertaken and that are linked directly to the sub deliverables and targets as contained within the pro-doc results framework. Additionally the mission references the NSMP-PB meetings and the AWP as valuable indicators in terms of the progression of the project in light of the funding shortfall.

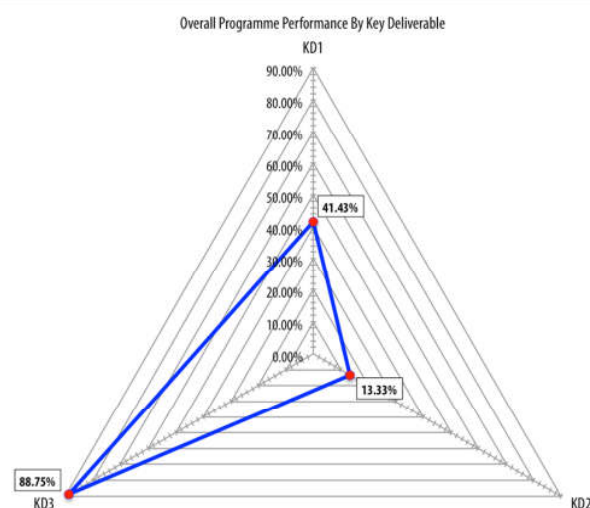


Chart 4-1 – Overall Performance Assessment

the LMs, and (2) the shortfall in programme funds since this this KD has a high resource requirement. KD1 provides an anomaly, whereby good results have been attained within SD1, and work completed under SD2, and SD3 has tended to drift strategically away from the Pro-Doc without any update of the Pro-Doc or results framework being presented to the NMSP-PB meetings.

Overall the performance of NMSP (Chart 4-1) to-date has therefore suffered due to the dragging down of good results achieved in relation to KD 1and KD3 by the planned omission of work related to KD2 within the AWP and to some extent the “drifting” nature of the work completed under KD1. The provided chart is based upon a mainly subjective assessment of the implementation of the SDs to date using the targets (adjusted by 50% to represent the current programme cycle), examining the progress reports, documents that have been produced by NMSP, and the findings of the field missions. The above chart and the accompanying SD performance charts<sup>9</sup> therefore only provide a representation of the implementation performance levels (effectiveness and efficiency) of the programme to date.

Since large variations are witnessed in terms of KD implementation actions the MTR provides a separate analysis of each of the KD and the associated SD’s in terms of relevance, efficiency, and effectiveness. Sustainability and Impact will be examined as a joint feature using where possible

<sup>9</sup> Refer to Appendix II – Implementation Performance Charts

longer-term forecasts based upon identified risk analysis<sup>10</sup>, as it is too early within the programme cycle to make judgment. The MTR will make recommendations and suggest options for an update of the pro-doc and associated work planning based upon the following assessment.

#### 4.1 Key Deliverable 1

Ministry of Planning and Line Ministries produce evidence based policy decisions to fast track the achievement of lagging NSDP / CMDG targets			
		Target	Quality Method
1.1	MoP and LM Staff members generate regular quality analytical and synthetic documents	<i>NSDP and CMDG Reports (7)</i>	<i>Review / Rating of CMG reports based upon criteria</i>
1.2	NSDP/CMDG acceleration policy dialogue forums are held	<i>Policy dialogue forums (5)</i>	<i>Forum reports</i>
1.3	The 2014-18NSDP includes sub national analysis and acceleration strategies	<i>Quality of 2014-18 NSDP</i>	<i>Review / Rating of NSDP (2014-18) reports based upon criteria</i>
1.4	A multi donor PBA modality is adopted in support of MPSP	<i>Adoption of PBA modality</i>	<i>Progress Reports</i>

Table 4-1 - Key Deliverable 1 Synthesis Table (Results Framework)

**STRATEGIC FOCUS:** The NMSP programme was specifically designed to support the adaptation of evidence based policy making to improve the progress of Cambodia reaching its NSDP / CMDG targets. Such work and support focussing upon lagging areas as identified within the annual CMDG report and associated NSDP progress reports. Within this context the underlying strategic aim of this deliverable must be tied to an [ACCELERATION STRATEGY FRAMEWORK](#) and its application to support the formulation of evidence informed policy decisions to improve implementation performance of the NMSP and achievement of associated CMDGs.

Within this KD area a series of sub-deliverables (SD's) are identified within the Pro-Doc supporting the inter-linking nature and quality of the programme design (*figure 3.1*). Such a formulation requires that actions are [CORRECTLY SEQUENCED AND COMPLETED](#) as they act as pre-requisites for following actions. The clear logic of the design allows effective implementation and M&E through aligned AWP's to steer programme management and implementation whilst retaining a clear focus upon a strategic objective. The inter-linking nature of the sub-deliverables and indeed the associated pre-requisite actions that has been inbuilt into the process provides an ideal and an explicit measurable framework to support capacity development of MoP, LMs and SNAs.

<sup>10</sup> Where appropriate the MTR will take into consideration the risks logged within the NMSP progress reports when assessing the potential sustainability of the impact of the actions and or deliverables.



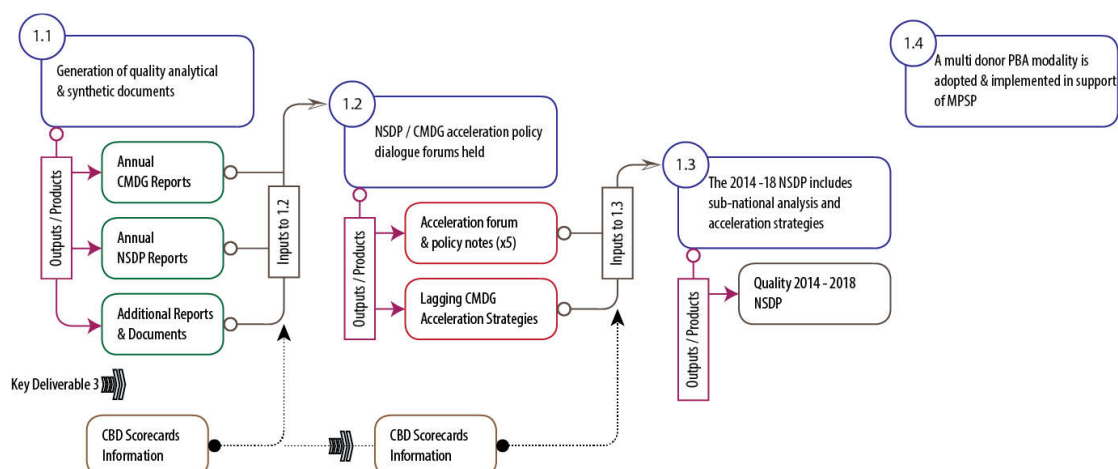


Figure 4-1 - Sequential Linkage of Key Deliverable 1 sub components

The sequencing of the SD's, which have measurable indicators, was well conceived and fully supportive of the overall objective of NMSP and CPAP output 5.1. As illustrated if the underlying aim of introducing acceleration strategy and associated policy level support in terms of national planning, the outputs and products from SD 1.1 provide inputs to implement SD 1.2 which is again repeated in terms of action SD 1.3. Of note are the inputs from KD3, which should also be considered as proving input to SD 1.2 and SD 1.3 respectively.

**RELEVANCE:** This KD is of HIGH STRATEGIC RELEVANCE nationally for RGC and also for UNDP in that KD 1 can be visualised as directly contributing towards the UNDAF Outcome 4.3, CPAP outcome 5, and CPAP output 5.1. This KD area presents a UNIQUE WINDOW OF OPPORTUNITY FOR UNDP TO PROVIDE A MAJOR CONTRIBUTION AT STRATEGIC POLICY LEVELS to support evidence informed planning that can address CMDG bottlenecks and assist the RGC to effectively translate M&E outputs into effective policy in support of the NSDP (2014-2018).

The NMSP programme was identified and formulated in 2010, a critical juncture in the monitoring of the progress of the achievement of MDGs. As part of this process the Global MDG summit (New York September 2010) reached consensus, which was endorsed by all signatories, upon the renewal of efforts to fast track the achievement of the MDGs through the introduction of acceleration or breakthrough strategies. Further during the NMSP LPAC meeting (April 2010) the UNDP country Director RE-EMPHASISED THE IMPORTANCE OF THE PROGRESS OF THE CMDG AS BEING OF THE HIGHEST PRIORITY indicating that the NMSP intervention would support the RGC through the NSDP (2009-2013) to address such issues.

Therefore the added importance for this KD is the concept of awareness raising and promotion of acceleration strategies into the national planning processes for lagging areas can be verified. Indeed as indicated within the results framework, the programme is expected to address this issue. Given the positioning of MoP and UNDP as lead organisations for the promotion of the CMDGs the MTR considers that this key deliverable REMAINS HIGHLY RELEVANT in terms of policy and strategic support.

**EFFECTIVENESS:** As previously indicated the strategic focus of D1 is extremely well conceived and is clearly defined in the Pro-Doc within the context of the RGC rectangular strategies and UNDAF and UNDP CPAP. Although clear sub-deliverables and verifiable indicators are identified within the Pro-Doc progress is being made but within their entirety some deliverables are yet to be addressed during the remainder project cycle.

#### 4.1.1 Strategic Focus

The NMSP appears to have [INADVERTENTLY DRIFTED FROM ITS INTENDED AIM](#) of supporting the development of high-level evidence informed national policy making through the facilitation and application of NSDP / CMDG acceleration strategies within this deliverable area. Currently the implementation focus within D1 is towards addressing; (1) “*cleaning up*” indicators for monitoring the NSDP, (2) supporting the textual formulation the NSDP (2014-2018), and (3) facilitating the generation and production of monitoring reports associated with the NSDP and CMDGs.

The MTR suggests that emphasis within this KD area is currently being placed upon [NON-POLICY ACTIVITIES](#). Current activity focus is related to supporting M&E indicators and their definitions, that may be used for the NSDP (2014-2018). Whilst there some degree of merit to undertake such work that for example it does support the process of generating informative reports and concept notes to aid policy dialogue in lagging CMDG areas it is noted that ADB currently support MRD and MAFF (identified beneficiaries within this activity) with direct TA and infrastructure support. To-date ADB has assisted and continues to support MAFF and MRD to defined sector based indicators for the NSDP (2014-2018) and to effectively monitor such indicators through the introduction of ministry based M&E solutions.

The MTR identifies that SD 1.2 “*NSDP / CMDG acceleration policy dialogue forums are held*” provides a critical success factor for KD 1, in that the programme has the opportunity to;

- (1) *Introduce the concepts of acceleration strategies for lagging NSDP/CMDG areas*
- (2) *Facilitate the sensitisation of sector wide acceleration strategies at the national and sub national level*
- (3) *Raise national and sub-national awareness for the need of acceleration strategies to fast track lagging components of the NSDP and associated CMDGs*
- (4) *Offer and provide the facilitation for the formulation of acceleration strategies to concerned LMs and potentially SNAs within the wider framework of the IP3*
- (5) *Pilot test the feasibility of provincial level acceleration planning to support the localisation of the CMDGs*

The MTR notes that the Ministry of Women’s Affairs have themselves (independently from NMSP) developed a cross cutting CMDG acceleration strategy based upon the MAF which is currently being analysed by MoP in the preparation process of the new NSDP (2014 – 2018).

Ideally the programme during its initial year should have introduced the concepts of acceleration strategies based upon global UN frameworks for MDG acceleration strategies (MAF)<sup>11</sup>. As reported by UNDP based upon field-testing the MAF offers a country specific systematic methodology to allow policy makers and development stakeholders to identify bottlenecks to MDGs as well as supporting the development of prioritised solutions to alleviate such bottlenecks.

Thus it may be considered that the introduction of acceleration processes offered a [UNIQUE WINDOW OF OPPORTUNITY](#) and resource to the programme to support its strategic objective within this KD area as identified within the results framework.

#### 4.1.2 Inconsistency of AWP’s and pro-doc linkages

The formulation of the AWP’s 2012, 2013, and 2014 provides a suitable comparison that supports the MTR findings in relation to a drift of strategic focus. Whereas the AWP 2011 remained somewhat consistent with the original Pro-Doc in the context of clear linkage of deliverables to

<sup>11</sup> References: UNDP (2011) MDG acceleration framework - operational note, New York; UNDP (2011) MDG acceleration framework, country examples, New York; UNDP (2011) MDG acceleration framework tool kit, New York.



actions later AWP's have generally lost these linkages since NSMP-PB meetings have recognised the need to address the issues of funding gaps and component feasibility. As illustrated (figure 4-2) the scope of the actions contained within AWP 2012 and 2013 respectively has widened at the expense of consistency with the targets contained within the results framework. Thus, although a considerable amount of high quality work has been actioned and good outputs produced the issue of alignment to the original Pro-Doc is apparent and verifies the need to update the Pro-Doc and results framework without compromising its contribution to the wider CPAP and UDAF.

Deliverable 1	Sub-Deliverables	Targets		Actions Identified 2011 AWP	Status 2011	Status 2012	Status 2013 OI
Ministry of Planning and Line Ministries produce evidence based policy decisions to fast track the achievement of lagging NSDP/CMDG targets	1.1 MoP and LM staff members generate regular quality analytical and synthetic documents	7 NSDP and CMDG reports produced independently	1.1	1.1 M&E system in MoP and LM assessed	50.00%	100.00%	
			1.1	1.2 Criteria for quality reports accepted	0.00%	100.00%	
			1.1	1.3 Capacity development plan for selected MoP/ LM staff adopted	0.00%	0.00%	
			1.1	1.4 2011 CMDG reports completed and evaluated	100.00%	100.00%	
	1.2 NSDP/ CMDG acceleration policy dialogue forums are held	5 Policy dialogue forums held (focused upon or directly linked to NSDP/ CMDG acceleration policy)	1.2	1.5 Communication plan for NSDP/ LM CMDG report implemented	100.00%	100.00%	
			1.2	1.6 Policy dialogue event concluded (focused upon 1.2 output for 1.3)	25.00%	0.00%	
			1.4	1.7 Results support FBA model adopted	100.00%	0.00%	
			1.3	New Actions Added 2012 AWP			
	1.3 The 2014 - 2018 NSDP includes sub-national level analysis and acceleration strategies	Quality of document against criteria Criteria to be developed with framework of NSDP target 1.1 linked via output to sub deliverable 1.2	?	2012- 1.1 Initiate new planning processes for the next 2014-2018		100.00%	
			1.1	2012- 1.6 A new rational poverty line defined		100.00%	
				2012- 1.7 Dissemination workshops for 2011 NSDP/ CMDG progress reports		100.00%	
			1.3	New Actions Added 2013 AWP			
	1.4 Multi donor FBA model is adopted and implemented in support of the NSDP	Review of annual work plans	?	2013- 1.1 Preparation of 2014-2018 NSDP			On-going
			1.1	2012- 1.2 Preparation of 3 years rolling Public Investment Programme			On-going
			1.1	2013- 1.3 Strengthen M&E system in MoP/ LM			On-going
			1.1	2013- 1.4 Preparation of end report for NSDP (2009- 2013)			On-going
			1.1	2013- 1.5 Launch and dissemination of NSDP/ CMDG 2012 reports			On-going

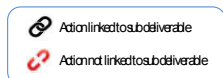


Figure 4-2 - Results Framework mapped against AWP Action Linkages for D1

#### 4.1.3 Deliverables to-date related to the Pro-Doc results framework

The MTR, as previously stated, recognises that a considerable amount of technical work related to MoP functions has been undertaken and completed within the framework of the programme. However, since this work and associated generation of related materials are not within the scope of the programme as defined by the current Pro-Doc then their relevance to the defined programme deliverable areas becomes debatable.

**SUB DELIVERABLE 1.1:** The programme has successfully assisted the MoP to develop a comprehensive MTR report for the NSDP (2011) and progress reports (2011 and 2012) in relation to the NSDP and CMDGs, with the latter documents being of a very high quality. Within the context of the results framework it is suggested that 4 out of 7 high quality analytical documents have been developed indicating that SD 1.1 is **PROGRESSING WELL**. However, one note of caution is raised in that the mission was unable to verify if MoP could independently produce such reports and suggests, based upon language usage and presentation standards that the reports have greatly benefitted from programme inputs. As previously indicated in addition to activity that links directly to the Pro-Doc the programme has also undertaken other work producing supportive documents and papers (Table 4-2).

	Relevance*	2011	2012
CMDG Progress Report	✓	✓	✓
NSDP Progress Report	✓	✓	✓
NSDP Mid Term Review	✓	✓	
M&E Workshop Materials	✗		✓
Rapid Assessment M&E Papers	✗		✓
Guideline for 2014-18 NSDP planning	✓		✓
Poverty Line Indicator (Redefinition)	✗	✓	✓

Table 4-2 - SD1.1 List of Analytical and Synthetic Reports / Papers Generated

Of concern is the relevance of some of the developed reports and materials when examined against the Pro-Doc and associated results framework. M&E related work, which makes-up a bulk of the outputs to-date in this KD area. Updating the Pro-Doc and results framework to align to the agreements reached during the NMSP-PB meetings can mitigate this scenario. Additionally the MTR suggests that it would be beneficial if concepts notes supporting policy dialogue within lagging NSDP and CMDGs areas were developed to support SD 1.2.

**SUB DELIVERABLE 1.2:** This SD concerns policy dialogue related to lagging NSDP / CMDG targets and must be considered as being a critical success factor for programme as a whole. The outputs from this SD through programme design contribute to SD 1.3, providing informing evidence to the national planning process to develop the NSDP 2014 – 2018. To-date the AWP (2011) and the associated progress report indicate that poverty (CMDG 1) was prioritised, as a focal CMDG for programme support. The MTR notes that other CMDGs that are lagging were not considered for prioritisation illustrating internal issues in terms of LMs adopting joined up policy approaches to attain NSDP / CMDG targets. Further within the context of prioritising CMDG 1 a bottleneck analysis and work towards the development of an associated acceleration strategy remains to be completed within the framework of the NMSP.

The MTR reveals that there has been [NO SPECIFIC POLICY DIALOGUE FORUMS IN RELATION TO ACCELERATION STRATEGIES](#), for lagging CMDGs. Whilst it may be suggested that such issues were accommodated during the NSDP / CMDG dissemination events it is, in the opinion of the author, highly unlikely that concentrated examination and debate could have been conducted. Activities that may have been considered for implementation within the framework of the programme include;

- (1) *Awareness raising and capacity development in acceleration strategies*
- (2) *A NSDP/CMDG situation / gap analysis paper following a similar structure to the 2009 UNDP MDG Gap Analysis Report<sup>12</sup>*
- (3) *Generation of pilot sub-national NSDP/ CMDG acceleration strategies in target provinces*
- (4) *Generation of national NSDP/CMDG acceleration strategy*
- (5) *Sub national situation / gap analysis based upon NSDP/CMDG data*

**SUB DELIVERABLE 1.3:** Work in support of this SD is on-going with the preparation of the NSDP (2014-2018). To date the programme has facilitated consultation meetings between MoP and LMs in order to derive a new guideline for the NSDP planning process. A new guideline has been subsequently approved by SNEC and issued by MoP. The level of evolution between the guideline (2009-2013) and the updated version appears to be limited and does not explicitly include references for the inclusion of sub-national analysis to support the development of the new NSDP (2014 – 2018).

<sup>12</sup> Reference: Rushdy, S: (2009) *Achieving Cambodia's Millennium Development Goals – Gap Analysis, UNDP*

Additionally SD 1.3 calls for the [INCLUSION OF VARIOUS ACCELERATION STRATEGIES](#) to be referenced or included within the NSDP (2014-2018), being a product of SD 1.2. As indicated the programme has missed a window of opportunity in terms of facilitating acceleration policy dialogues, hence it will be problematic for the NSDP (2014-2018) generation to reference or contain contents of acceleration strategies in its final form. Of note however is the CMDG3 acceleration strategy that has been developed by MoWA, and at the time of the MTR was being utilised by MoP GDP staff.

**SUB DELIVERABLE 1.4:** The AWP 2011 suggests that an internal MoP plan to promote the adoption of a DP PBA in support of the implementation of the MPSP be developed. The reported work for 2011 verifies that the MoP arranged a workshop event (PBA clinic) in Sihanouk Province, which resulted in the formulation of an indicative implementation road map for PBA funding of the MPSP.

Due to changes in aid effectiveness strategies and donor programming since that event no follow up work has been completed within the programme cycle. It would appear through discussion that this option is no longer considered valid by MoP given the change since the Pro-Doc formulation witnessed in terms of the DPs strategies and programming.

Additionally the MoP was to develop an internal capacity development plan (CDP) for selected MoP/LM staffs. As indicated within the associated progress report this work although planned remains to be implemented. Of note within this area an ICA (Institutional Capacity Assessment) was completed during the preparatory project (2009), but unfortunately was not found to be acceptable to the MoP. Given that an internally CDP does not exist, it becomes difficult for NMSP to promote and organise a succinct and effective internal capacity development solution.

**EFFICIENCY:** Since the levels of effectiveness for this KD area is considered for this MTR evaluation as progressing but as highlighted a specific sub deliverable is no longer relevant it is therefore suggested that KD1 is providing only useful contribution to the CPAP and UNDAF. Bearing this in mind the efficiency to-date of this deliverable area is [APPROPRIATE](#) given the need to update the Pro-Doc to remove redundant SDs and re-alignment of the AWP to the Pro-Doc.

**SUSTAINABILITY AND IMPACT:** The sustainability of quality progress report generation and associated dissemination appears to be limited given that current report generation appears to be programme driven. It is essential that ownership of SD1 is transferred during the remainder of the programme cycle to MoP and that the final NSDP report (2011-2014) be developed fully by GDP staff.

Since the work is in progress only partial impact can be witnessed in a strategic context. Such impact is limited to the dissemination of NSDP / CMDG updates but unfortunately does not address the crucial need to provide policy level support to address lagging development areas, which is critical to the success of the programme.

## 4.2 Key Deliverable 2

National and Sub-National Plans are fully integrated in five key sectors		
	Target	Quality Method
2.1	Participating line ministries define procedures for synchronizing sub-national and national planning processes	<i>No of LMs develop guidelines (5)</i> <i>Review of annual progress reports</i>
2.2	Draft guidelines are shared cross-sectorally and connected to the sub-national planning process	<i>Policy dialogue forums (5)</i> <i>Forum reports</i>
2.3	Participating line ministries develop vertically integrated plans	<i>Quality of 2014-18 NSDP</i> <i>Review / Rating of NSDP (2014-18) reports based upon criteria</i>

Figure 4-3 – Results Framework mapped against AWP Action Linkages for D2

**IMPLEMENTATION STRATEGY:** This KD area was specifically designed to contribute to the underlying rationale of the NMSP programme, that of facilitating and promoting the use of evidence based policymaking through the linking of national and sub national planning. However, given the scope of this work, the positioning of the MoP within the context of government, and the inter-ministry operational environment that witnesses limited horizontal integration it is safe to assume that this was a [RELEVANT BUT AMBITIOUS AND HIGH RISK](#) deliverable.

Three inter-linking sub-deliverables are identified within the Pro-Doc, which suggests that the programme works through the MoP with key line ministries. Therefore, the implementation of this KD depends largely upon the internal relations between MoP and the LMs and the level of leverage owned by MoP in relation to the planning and policy formulation functions within these ministries. The nature of the inter-linking of SDs also provides for sequenced planning to be accommodated.

**RELEVANCE:** It is highly problematic to determine the relevance of this deliverable area given the different approaches adopted by LMs to planning and current D&D reform practices within Cambodia. The MTR has referenced the principles of the organic law (2008)<sup>13</sup> that identifies the autonomy of provincial and district councils to undertake development planning (Section 2, Art. 39, pg. 10) and the Commune/Sangkat law<sup>14</sup>, Chapter 6 – Commune/Sangkat Development Plans. Legislation suggests and indicates the legal requirement for [AUTONOMOUS](#) local government planning processes through the allocation and transfer of associated function and fund.

Using the legislative base as reference the validity in the approach of the programme appears to be [AMBIGUOUS](#) in that it suggests support to the current RGC planning practices that tend to re-enforce a reliance upon vertical integrated planning solutions based upon the operational lines of LMs i.e. it may have the unintentional consequence of reinforcing current silo based approach to local government planning.

The dynamic sub-national D&D environment additionally raises questions upon the continued relevance of this KD especially in terms of its [IMPLEMENTATION FEASIBILITY](#). Today all sub-national planning processes are being developed by NCDD with various guidelines being found to be in different stages of development.

Given the above the continued relevance of the KD area becomes questionable, and given the MoP position and ability to implement the identified actions raises concerns of feasibility. Combining these two assumptions the MTR suggests that KD is [NO LONGER RELEVANT](#) to the NMSP and also to the CPAP output 5.1.

**EFFECTIVENESS:** The programme has completed only limited work in this KD2 given the MoP's recognition of its [LIMITED FEASIBILITY](#) due to issues related to leverage and influence with LMs in terms of LM / sector planning. The MTR concludes that this KD is [OFF TRACK](#).

Examining the AWP (2011 to 2013) for actions were planned to support this KD area (table 4-2) all of the planned activity related directly to SD 2.1 "Participating LMs define procedures for synchronizing sub national and national planning processes". The AWP for this KD area also suffer from a lack of coherence between each year as illustrated below (table 4-3).

AWP 2011	Bottleneck analysis linking national and sub-national planning processes
AWP 2012	Preparation of status paper on linkages of national – sub-national planning processes (in lay of current law)

Table 4-3 - All AWP Actions KD2

<sup>13</sup> Reference: RGC (2008): *The Law on the Administration and Management of Capital, Provinces, Municipalities, Districts, and Khans* – approved by constitutional council decision No 096/001/2008 by the Constitutional council, May 8 2008.

<sup>14</sup> Reference: RGC (2001): *The Law on the Administration and Management of Commune/Sangkat* – approved by constitutional council decision No 041/003/2001 by the Constitutional council, February 28 2001.

Although a well-defined activity was planned for 2011, as tabulated, and an IC mission was engaged to complete a bottleneck analysis this [ESSENTIAL WORK WAS NOT COMPLETED](#) and the end product – a situation and bottleneck analysis and associated solutions based concept note have not been generated. However, in the following year as opposed from simply rolling over the defined 2011 action and completing the work a new action was planned, but again the MTR has found no reference to support that this action has been completed in full. As can be deduced there is not too much difference between both actions but the development re-phasing of an action promotes confusion within the AWP and reporting processes which results in a lack of coherence between AWP.

Working [OUTSIDE THE SCOPE OF THE PRO-DOC](#) the project implemented actions in 2011 and 2012 associated with M&E, the clarity of the linkage between the implemented work and the NSDP (2014 to 2018) being verified through interview with concerned Line Ministries. The progress reports (2011 and 2012) suggest that the following actions were completed: -

- (1) Establishment of M&E national working group by MoP consisting of 12 concerned line ministries
- (2) Workshop to start process of standardizing monitoring indicators for NSDP
- (3) Meeting for MAFF – Improving M&E in MAFF (Sept 11 – 12)
- (4) Meeting for MRD
- (5) Meeting MoSAVY Sept 6-7 2011 (Preah Sihanouk)

Deliverable 2	Sub-Deliverables	Targets		Actions identified 2011 AWP	Status 2011	Status 2012
Integration of national and sub-national planning	21 Participating LM define procedures for synchronizing sub-national and national planning processes	5 LM develop guidelines for national / sub-national integration	21	21 Bottleneck analysis linking national / sub-national planning	0.00%	0.00%
			21	22 National / sub-national Workshop conducted	0.00%	0.00%
	22 Draft guidelines are shared across sectorial and connected to sub-national planning processes	5 policy dialogues on national / sub-national vertical and horizontal integrated planning	21	New Actions Added 2012 AWP		
	23 Participating LM develop fully integrated plans	Number of LM with integrated plans (5)	21?	2012-21 Status paper on linkages (in lay of current law)	0.00%	0.00%
				2012-22 Initial proposal for harmonisation of MAFF planning	100.00%	0.00%
				New Actions Added 2013 AWP		
				No Actions are indicated within the AWP within this deliverable area		

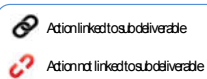


Figure 4-4 - Results Framework mapped against AWP Action Linkages for D2

However, as found by the MTR, [THESE ACTIONS ARE NOT INDICATED WITHIN THE PRO-DOC](#) as an action for this KD area, which need be addressed through the update. Currently the end products of the meetings and workshops only constitute a range of meeting notes and an associated set of option lists and presentations. Such document sets should be consolidated to support the formulation of a strategic concept note for the framework of the NSDP (2014-2018) via reporting conformity for the pilot ministries.

**EFFICIENCY:** The limited implementation of planned work and the introduction of new actions that are not identified within the AWP indicate an issue [OF IMPLEMENTATION EFFICIENCY](#). As is illustrative within the progress reports focus has been placed upon M&E and has not followed the original programme design, which aims at supporting the development of policy level strategic, solutions to support integrated planning. However, it is duly noted that the work completed has followed agreed work plans and discussions of the NMSP-PB meetings. Efficiency in the opinion of the MTR could be greater enhanced if the outputs from meetings and workshops and especially the NM&EWG were consolidated into a specific analytical document that could be used to formulate a concept note for the NSDP (2014-2018) M&E framework.

**IMPACT AND SUSTAINABILITY:** Since this activity has been suspended since 2011 as planned and agreed due to financial and environment constraints none of the planned SDs has been worked upon sufficiently enough to draw conclusions in relation to impact and sustainability. In relation to the contribution of this delivery to the programme output it witnessed that noted that the M&E focused work that has been completed under this component area will assist with the development of the M&E framework of NSDP (20014-2018) i.e. Sub activity 1.3.

### 4.3 Key Deliverable 3

Sub-National CMDG Scorecards			
		Target	Quality Method
3.1	CDB based scorecards and other products in support of sub-national planning are generated	<i>Number of products derived from CDB (4)</i>	<i>Progress reports</i>
3.2	Sub national actors are able to use scorecards and other products in sub national planning	<i>Sub National planning officers trained (100)</i>	<i>Progress reports</i>
3.3	Performance of sub national entities on MDG achievement and budget allocation is assessed annually	<i>Annual ranking of districts on CMDG performance (4)</i>	<i>Review MoP publications</i>
3.4	Experience about localizing MDG and using tools are shared nationally and internationally	<i>National and international sharing events (5)</i>	<i>Progress reports</i>

Figure 4-5 Results Framework mapped against AWP Action Linkages for D3

**IMPLEMENTATION STRATEGY:** This component has been specifically designed to contribute to the planning processes at the sub-national level within the underlying rationale of the NMSP programme, that of facilitating and promoting the use of evidence in policy making and planning. The support to the CDB provides an on-going opportunity for MoP to further develop the only sub-national data set that is collected at village and commune level in Cambodia. Although data recorded in the village and commune books will not necessarily be highly accurate due to limitations found and a reliance upon estimation practice that is deployed this does not necessarily deter the database from usability during the sub-national planning process.

**EFFECTIVENESS:** This component has been implemented in **FULL ALIGNMENT** to the Pro-Doc and has achieved many of its intended and planned outcomes. Indeed the speed at which the SD targets have been met, and the level of expertise owned by provincial planning officers indicates that this KD has been implemented beyond its expected scope and level of expectation.

The mapping of the planned actions to the Pro-Doc (*figure 4-4*) illustrates the alignment and status of the implementation. As shown actions have been logically developed and undertaken remaining true to the design of the NMSP. Additional actions added within the confines of AWP 2012 and AWP 2013 respectively also support the targets set within the component. This KD has been implemented and delivered to-date with a high level of effectiveness indicating that sequenced programming and alignment to the Pro-Doc achieves desired outputs, as verified through the field missions, and therefore should be replicated across the NMSP.



Deliverable 3	Sub Deliverables	Targets		Action Identified 2011 ANP	Status 2011	Status 2012	Status 2013 Q1
CDB-based CMDG scorecards and other products are used to focus sub-national planning processes by 194 Districts, Provinces and Municipality	3.1 CDB-based scorecards and other products in support of sub-national planning are generated	No of products derived from CDB (4)	3.1 3.1 3.2 3.1 AL	3.1 Refine CDB questionnaire	100.00%	100.00%	
				3.2 Review questionnaire & develop new products	100.00%	100.00%	
				3.3 Testing and training of questionnaire (provincial staff)	100.00%	0.00%	
				3.4 Generation and testing of new CMDG scorecard tools	100.00%	100.00%	
				3.5 Support to CDB South Korea Working Group	100.00%	100.00%	
	3.2 Sub-national actors are able to use scorecards and other products in sub-national planning	No of planning officers trained in use of products (100)	3.2 3.2 3.3	New Actions Added 2012 ANP			
				2012- 3.1 Training for Trainers CMDG national & sub-national MoP	100.00%		
				2012- 3.2 CDB-based CMDG scorecard training workshop	100.00%		
				2013- 1.3 Impact monitoring scorecard survey	60.00%		
	3.3 Performance of sub-national entities on MDG achievement and budget allocation is assessed annually	Annual ranking of Districts on MDG performance (4)	3.2 3.4 3.1	New Actions Added 2013 ANP			
				2013- 3.1 Sub-national capacity development via refresher training			Ongoing
				2013- 3.2 Dissemination of CDB/CMDG scorecard products (books)			Ongoing
				2013- 3.3 Improve CDB questionnaire and testing			Ongoing
	3.4 Experiences about localizing MDG and using tools are shared nationally and internationally	No of national and international sharing events (5)					

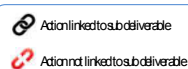


Figure 4-6 - Results Framework mapped against AWP Action Linkages for D3

**SUB DELIVERABLE 3.1:** The planning of this sub component has been **VERY COHERENT** in terms of rollover, activity identification, and the correct sequencing of actions that has contributed to the attainment of deliverables, and complete alignment of actions to the Pro-Doc (figure 4-4).

When examining the distribution of planned action against the sub deliverable areas a slight skew that underpins and verifies correct sequencing is revealed. To date 42% of all actions contribute to SD 3.1 "CDB CMDG score cards and other products in support of sub-national planning are generated".

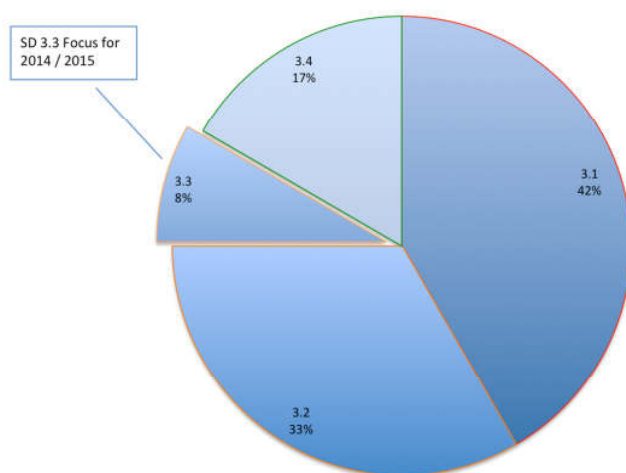


Chart 4-2 - Distribution of planned SD actions in KD3 (activity based)

support for the remainder of the programme cycle.

Capacity development related actions account for 33% of the implementation plans to date. The lowest distribution is related to SD 3.3 "Performance of sub-national entities on MDG achievement and budget allocation are assessed annually".

Although it is noted that annual products are developed that can be used to assess the performance of SNAs to address CMDG gaps financial impact analysis remains to be conducted and provides a focus for NMSP



The achievement of the planned activities is considered as being **VERY EFFECTIVE** having met with all targets within the results framework that have been attained prior to the mid-term review. In the context of SD 3.1 the programme has successfully contributed to the development of the following products: -

- (1) Commune CMDG scorecards
- (2) Commune Profiles
- (3) CWCC scorecards<sup>15</sup>
- (4) District CMDG scorecards
- (5) District Profiles
- (6) Provincial CMDG Score Cards
- (7) Sector Score Cards

All of these products have been internally developed by MoP and are used and produced at the provincial offices. The programme has regularly engaged an international consultant to further develop the products of the CBD through the definition and the development of enhanced indicators and the formulation of a comprehensive capacity building manual that targets SNA actors, thus part addressing SD 3.2.

A series of high quality documents have been subsequently developed (table 4-4), which not only provide useful training resources but also additionally contain information and data that can be utilised within KD1. The programme has also developed 2 video clips that provide a background to the CDB scorecard system and illustrate the benefits and use of scorecards for sub-national planning purposes. Both video clips are available on the UNDP Cambodia website<sup>16</sup>

The following document sets have been generated within this component area.

Document / Description	Date
<i>Concept paper – integration of household data collection processes</i>	02 - 2011
<i>Revision of CDB questionnaire</i>	11 - 2011
<i>Overview report of CDB products</i>	12 - 2012
<i>Formulation of household data collection sheet</i>	N/A
<i>CDB Scorecard end user manual for sub-national planning</i>	03 - 2012
<i>Capacity development plan for sub-national actors to use scorecards</i>	05 - 2012
<i>Localising MDGs – CDB scorecards in support of sub national planning</i>	06 - 2012
<i>Demonstrating the use of CDB scorecards in Commune Planning</i>	12 - 2012

Table 4-4 Products developed by CDB CMDG scorecards expert mission(s)

**SUB DELIVERABLE 3.2:** In terms of capacity building and dissemination of CDB scorecard information and its usage in sub national planning, a large amount of work has been completed. To-date a total of 6 workshops have been organised at both national and sub national levels<sup>17</sup> which have more importantly complemented the CDB being both of technical and informative in nature; i.e. workshops have been organised to review and enhance CDB questionnaires, revise and validate CDB derived products, to provide impact assessment, and to demonstrate the usability of the CDB derived products at national and sub-national levels.

The programme has developed a comprehensive capacity development (training plan) for SN actors, especially at the district level inclusive of training materials, workshop schedules, and workshop analysis. The international expert mission conducted a pilot training exercise in

<sup>15</sup> CWCC Scorecards – Commune Committees for Women & Children, designed to assist CWCC to take actions in 4 CMDG areas namely; CMDG 2 Education, CMDG 3 Gender Equality, CMDG 5 Maternal Health, CMDG 7 Environmental Sustainability. The CWCC scorecards are simplified so as to assist the CWCC's to do their work, with the CWCC using only 12 indicators and no associated goals.

<sup>16</sup> UNDP (2012): CMDG Scorecard goes Local, <http://www.youtube.com/watch?v=Yu8oSRMc5F4>, accessed July 16 2013

<sup>17</sup> Reference Annex V

Ratanakiri for 84 sub-national MoP staff using the developed materials. Based upon the successful outcome of the training a set of recommendations for follow-up was developed, this providing a basis for further NMSP programme support (AWP 2014-2015).

In alignment to the results framework in excess of 100 persons at the sub-national level have received some form of training in: -

- (1) *The practical application of scorecards (district and commune levels) during localised development planning*
- (2) *The technical aspects of data input and generation of CDB derived products and CMDG scorecards (provincial MoP staff)*

The delivered training<sup>18</sup> meets the targets established in the NMSP results framework indicating a high level of performance. However, as highlighted within the Capacity Building Plan further training is required to improve the performance and accuracy of the CDB and its derived products<sup>19</sup>. The recommendations contained within the consultants report suggest that such training needs to be ideally targeted, separating technical capacity building and end-user training and further that end-user training should be extended to support the use of case studies allowing participants to develop actual plans.

**SUB DELIVERABLE 3.3:** To date there has been no work planned or undertaken within this SD, and the AWP 2013 does not indicate the direction into which the programme can support the inclusion of financial information in the database. The MTR during the field missions have identified actions that can be undertaken within this sub component area which incorporate the use of the District and Provincial Rolling investment plans and the linking of the CDB to the CDPD.

**SUB DELIVERABLE 3.4:** Various seminars and workshops have been held at national and provincial level indicating a good level of implementation of this SD. Progress in this SD has been very effective but international experience sharing needs to be enhanced and can provide a suitable set of actions to be addressed ensuring the remainder of the programme cycle.

**EFFICIENCY:** To examine the efficiency of the actions pertaining to this deliverable the MTR conducted a series of field missions to: (1) Preah Sihanouk, (2) Kampong Cham, and (3) Ratanakiri. Meetings were arranged with SNA actors at all these levels of sub national government<sup>20</sup>. The missions were used to inform the MTR of the reach of the programme in terms of: -

- (1) *The efficiency of NMSP capacity development initiatives at sub national level*
- (2) *Utilisation of CDB derived products to aid sub-national planning*
- (3) *Depth of integration of the CDB derived products within the sub national planning cycle*
- (4) *Adaptation of Scorecard and Profile information into local development plans*
- (5) *Identification of further support*

The arrangement of the meetings was such that [ALL THREE LEVELS](#) of local government and the supportive RGC sub national development agency (NCDD) staff participated in structured interviews, dialogues, and focus groups. Although only three Provinces were visited the information gathered was very consistent, even across very different Provinces in the context of levels of socio-economic development suggesting that the findings and associated assumptions that are subsequently made by this MTR are valid and hold true country-wide.

<sup>18</sup> Reference Annex V

<sup>19</sup> Ref: Rushdy S (2012): *Capacity Development Plan for the Generation and Use of CDB based Scorecards in Sub National Planning*, pg 15

<sup>20</sup> Reference: Annex IV

The [HIGH LEVEL OF EFFICIENCY](#) of the capacity development initiatives that have been funded through the NMSP programme and IP3 can be readily verified at provincial level, where data collection, data input, and report generation activities are conducted. In all three Provinces the MoP line department staff were fully equipped and technically capable to; (1) effect aggregation and correction of commune data inputs, (2) update the Regional CDB and upload data files to MoP to update the national CDB, and (3) to generate all five CDB derived Provincial related products. It is safe to assume that the provided training [HAS ENABLED](#) the provincial MoP staff to support the sub national planning processes.

Meetings were held with MoP provincial teams who suggested that the CDB derived products were of benefit to inform the District and Commune Councils of the status of CMDGs and sectors and consider these sectors when formulating their local development projects. The provincial teams were able to show the products and in Ratanakiri documents were printed out during the meetings.

Given that all provincial teams were able to interpret and generate the CDB derived tools and explain the status of the provincial level CMDGs within the context of lagging or on target areas, the MTR verifies that the [TRAINING DELIVERED HAS HAD REAL WORKPLACE IMPACT](#) and measurable results in terms of producing evidence to inform planning and policy making processes. Hence, the mission can uniquely verify that knowledge and skills have been imparted through training and are actually being utilised in the workplace. [THEREFORE THE EFFICIENCY OF THE TRAINING IN TERMS OF TRANSFERRING NEW KNOWLEDGE AND SKILLS TO WORKPLACE PRACTICE IS VERY HIGH](#). It becomes apparent that were such events are witnessed especially in relation to capacity development of civil servants then international best practices can be extracted from such actions and regionally shared.

Of note is that the provided training is based upon a specific technical skill set, i.e. correction and input of data and the generation of automated reports and therefore is limited in terms of capacity development for the MoP provincial teams to a narrow scope. During the conducted interviews the need for more in-depth training was constantly raised. Of concern to the needs of the provincial officers is the need to receive training with relation to the [CONVERSION OF THE CDB DATA INTO VARIOUS STRATEGIC OPTIONS THAT CAN ASSIST LOCAL GOVERNMENT PLANNING TEAMS BETTER FORMULATE LOCAL PLANNING PROCESSES](#). This issue was highlighted by all MoP provincial staffs who requested such focused training be provided by MoP.

When examining the utilisation of CDB derived tools for provincial planning it was found that planning systems are still being developed<sup>21</sup>. In terms of the capacity of the provincial teams to provide cascade training through all levels of sub national government the MTR verifies that necessary knowledge and skills are owned however provincial teams lack delivery capacity (resources) to full fill this requirement.

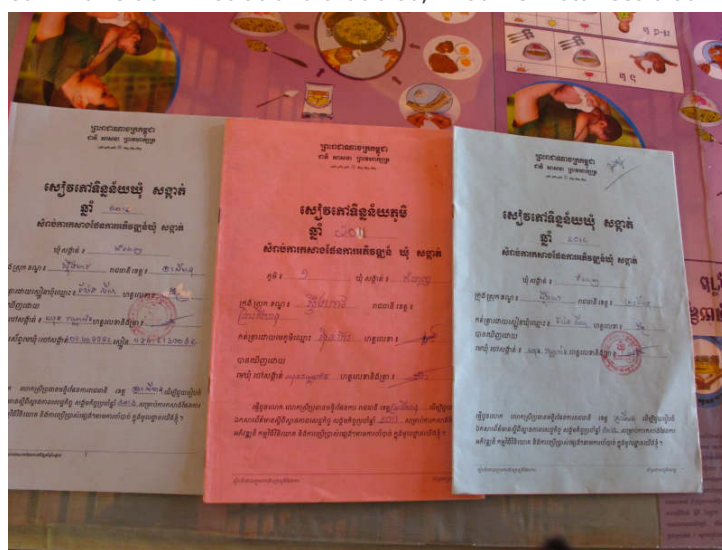
At the district level it was found that knowledge in relation to the CDB scorecards and district profiles was available but limited and capacity to support the use of such tools in local planning practices need still yet be developed. District officials have participated in scorecard trainings but there is a void in terms of actual planning practice, tools and enabling frameworks therefore such training has not been put into practice. [IT IS THEREFORE SUGGESTED BY THE MTR THAT TRAINING KNOWLEDGE AT THE DISTRICT LEVEL MAY HAVE BEEN LOST](#), or that refresher training will need be provided once the districts become fully functional in terms of implementing and managing the District Fund.

<sup>21</sup> JICA within the framework of IP3 sub-programme 2 are currently supporting the RGC to develop provincial level planning frameworks, associated guidelines for utilization of a provincial development fund and provide planning related training to provincial staff. This work is on-going with the programme developing synergies in relation to the use of the CDB derived tools to inform the planning process.

The provincial MoP teams do attempt to provide support to the district council staff through the dissemination of the scorecard and profile printouts with such activity being witnessed during the mission. When queried over the CMDG's the district level officers did not own a full comprehension of the CMDGs and associated targets indicating a need for further training, which should only be targeted after the district administrations become fully functional in terms of local development planning. An ideal window of opportunity for such work will be during the NCDD training in relation to the management and implementation of district development fund.

As indicated within the progress reports (2012) the utilisation of the CDB tools is included within the district planning guidelines that remain to be formalised and ratified by the government. The MTR therefore assumes that the CDB will not only remain relevant as a sub national planning aid and guide but may well be improved as the level of end-users (district councils) increases which may afford the same councils to demand and drive the acquisition of more and improved data.

The history of the CDB and the associated tools is embedded in the previous development process of the commune councils and the implementation of the Commune / Sangkat fund and the inter-Commune/Sangkat fund. The raw information for the CDB is collected by the commune administrations that also, in some instances also have to collate and validate village



data. Two RGC data books are completed annually and are sent to the provincial MoP team for data processing into the CDB. Copies of the books are kept at the commune and are referenced by the Commune Council (CC) during the annual planning processes. This process appears to be fully functional and institutionalised within the government system with all communes readily showing and explaining the content of the books to the mission team (plate 4-1).

Plate 4-1 – Village and Commune Data Books

The CC's were able to cite the CMDG's in full to the mission team and more importantly they were able to identify lagging CMDG's and in most cases identify localised reasons and bottlenecks for lack of achievement. For example in Ratanakiri the provincial team cited that Education (CMDG 2) was lagging, this was reiterated at the CC level during a focus group meeting where also some issues and bottlenecks were raised. The commune council placed emphasis upon; (1) lack of access to schools, (2) children leaving school during harvesting and planting periods, and (3) the physical lack of teacher's attendance in schools located in remote areas. As part and parcel of the CCs development plan to improve education in alignment to the CDB scorecards they decided to develop a road to provide access to a school for remote villages and also have engaged with NGOs to develop and support some education focused projects<sup>22</sup>.

Through such information gathering exercises the real value of the CDB derived CMDG products and their use in local planning can be envisioned. Given that the CC's do consider the CMDGs at the start of their planning processes to inform the local citizens then [THE EFFICIENCY OF THIS](#)

<sup>22</sup> UNICEF are supporting some education projects in the Commune

DELIVERABLE IS VALIDATED AS BEING HIGH. Of importance to note is that the CDB derived products only inform the local planning process and other inputs associated with local knowledge, citizen concerns, NGO support, and provincial policy appear also to contribute to the local planning process. In a true sense the CDB derived products support evidence informed local development planning, underpinning the APPROPRIATENESS AND USEFULNESS of the CDB as a sub national planning tool.

At the commune level, which is point of data collection and part validation for the CDB, especially when village books are required to be consolidated issues of validity and accuracy were discussed. In general a considerable amount of dialogue and voice at national level has evolved with respect to the quality and accuracy of the CDB, taking such perceptions in to account the MTR mission opened up the focus group meetings to examine such issues. The MTR can verify that the CCs were able to report where they encountered difficulties in terms of data collection and accuracy. In Kampenh Commune, Preah Sihanouk Province issues related to accurate data collection related to: -

- (1) *Migration – family members commonly move towards urban centres although a family will remain in the village or commune in some instances family members move. In some cases the data collected does not record this phenomenon.*
- (2) *Agricultural Production – the commune administration does not have a clear figure (measurement) for the area of cultivated lands. In general estimates are made based upon previous yearbooks and consultation there is no definitive GPS base land use management system at the commune level.*

**IMPACT AND SUSTAINABILITY:** The impact of the programme actions in developing new CDB derived products and supporting their use during sub-national planning [IS UNQUESTIONABLE](#). Indeed, in the high levels of effectiveness and efficiency within this key deliverable area has partly contributed to the realisation of CPAP 4.3 “Enhanced capacities for collection, access and utilization of disaggregated information (gender, age, target populations, region) at national and sub-national levels to develop and monitor policies and plans that are responsive to the needs of the people and incorporate priority population, poverty and development linkages.”

*Through the provision of CDB derived CMDG related tools sub-national planners at the Provincial and Commune levels are using disaggregated information to aid local development planning. At the national level the same disaggregated information is informing the CMDG progress reporting process through the production of various country-wide reports.*

The sustainability of the CDB is directly linked to the D&D reform and the integration of the derived tools within the District planning systems coupled with the ability of the RGC to fund its operation. The field missions highlighted provincial planning teams although being equipped with skills and knowledge have difficulty in physically distributing the CDB products to SNAs due to resource restrictions and lack of budget. In view of this the MoP needs to examine its [INTERNAL BUDGET OPTIONS TO SUPPORT THE ANNUAL UPDATES OF THE CDB](#) and provide resources for continuous maintenance based training for the CCs and Districts. The MTR acknowledges in this respect the training support that has been provided through IP3 sub component 5 and the support of donors and NGOs with respect to the production of village and commune data books.



## 5 Management Arrangements

Given the disparity in the programme actions and deliverables in relation to the results framework and the definitive operational shift of the programme towards supporting technical gaps within MoP provides the MTR an opportunity to examine the NMSP management structure and its modus operandi as a change agent within the ministry.

The MTR assumes that the programme partners act as change agents to enhance the work of the MoP through supportive capacity building exercises that are attempted at all levels of interaction. Features of change underscore the need to develop horizontal integration within the MoP so that departmentally they can effectively and efficiently contribute to the national and sub-national planning processes.

As previously highlighted, the overall management design of the project reflects its strategic intention that of initiating policy and strategic planning support to MoP at both conceptual and policy levels. To assess the design of management arrangement and its day-to-day functionality the following is discussed: -

- (1) *Programme Management Board functional responsibility and decision-making processes*
- (2) *The functional positioning of the UNDP Team within MoP*
- (3) *Mechanisms of Quality Assurance*

### 5.1 Programme Board

By design the overall management function is the responsibility by the NMSP programme board (NMSP-PB) which is chaired by the National Project Director (NPD)<sup>23</sup>. The roles and responsibilities of the NMSP-PB are clearly stated within the Pro-Doc and is mandated to meet twice a year at a minimum. The MTR verifies through NMSP- meeting minutes that the following meetings have been held prior to and since the project start date.

	Date	SoV
LPAC	1 <sup>st</sup> April 2011	<i>Official Meeting Minutes</i>
No 1 NMSP-PB	9 <sup>th</sup> September 2011	<i>Official Meeting Minutes</i>
No 2 NMSP-PB	19 <sup>th</sup> March 2012	<i>Official Meeting Minutes</i>
No 3 NMSP-PB	8 <sup>th</sup> October 2012	<i>Official Meeting Minutes</i>
No 4 NMSP-PB	22 <sup>nd</sup> January 2013	<i>Un Official Meeting Minutes*</i>

Table 5-1 - NMSP-PB Meetings

\* *Not signed off / approved*

Given the overall assessment of the programme to-date MTR would like to draw attention to the following NMSP-PB function: -

*"Specific responsibilities of the programme board include; approval of annual work plans, decisions about changes beyond the approved programme tolerances (in terms of time and budget), approval of substantive programme revisions, review of programme progress reports and risk reports, approval of annual and final reports"*

*NSMP Programme Documents Pg. 15*

The NMSP-PB provides overall guidance and over-sight for the programme ensuring its quality,

<sup>23</sup> The Senior Minister of Planning chaired the NMSP project board meeting September 9<sup>th</sup> 2011 as the National Project Director. Subsequent NMSP-PB meetings have been chaired by the Secretary of State, Ministry of Planning.

planning, and implementation retention to the Pro-Doc and achievement of deliverables as contained within the results framework.

Given the findings of the MTR, i.e. the strategic drift of the programme with KD1 and KD2, the efficiency and effectiveness of this arrangement requires to be enhanced for the remainder of the programme cycle. Reporting at the NMSP-PB needs to focus upon actions and associated outputs [REFERENCING DIRECTLY THE AWP AND MORE IMPORTANTLY THE RESULTS FRAMEWORK](#). Examining the NMSP-PB meeting notes such reporting techniques are not being fully adopted.

The MTR does acknowledge that Team A has completed work in terms of poverty line calculations, having technical meetings with LM in relation to data management, and supported the establishment of a national M&E working group such work whilst supporting the function and development of the MoP [FALLS SOMEWHAT OUTSIDE THE SCOPE OF THE PROGRAMME](#) since this work is not foreseen within the Pro-Doc. A case may be put forward that the inclusion of such work has reflected the changing dynamics of the work of MoP, this being the case it should have been fully recorded and agreed at the NMSP-PB meetings and internal adjustments to the Pro-Doc and Results Framework presented at the NMSP-PB.

## 5.2 UNDP Team

The current operational arrangement of the UNDP support team provides a unique in-sight into the present organisational arrangement and functionality of the MoP. Whereas the initial design assumes that the UNDP team support both the work of Team A and Team B the operational reality has impacted upon such an arrangement whereby the UNDP support team function mirrors the [FRAGMENTED ORGANISATIONAL STRUCTURES](#) of the MoP (*figure 5-1*)

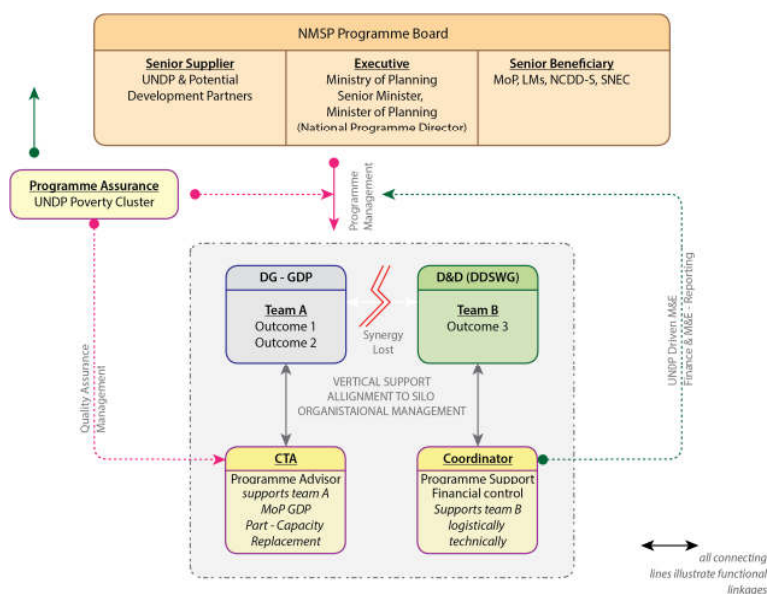


Figure 5-1 - NMSP Actual Functional Systems

Thus as illustrated within the current arrangement the CTA position provides advice and direct technical assistance to Team A whilst the programme coordinator position works directly with Team B, being located within the same offices. Of note is that the UNDP team is split between two office blocks within MoP being in proximity of the associate teams. Therefore barriers are in existence in relationship to UNDP team members working location within the MoP that appears to have negative impact to the programme as a whole

Unfortunately due to such an arrangement the CTA is presently unable to interact with Team B whereas the position has been designed act as a conduit for synergy and communication that crosses internal MoP structures. Today this function cannot be achieved and an opportunity for the programme to [SUPPORT JOINED UP ORGANISATIONAL DEVELOPMENT](#) of the MoP is limited.

Further, since the potential to create synergy through the UNDP support team has been greatly reduced [THEN OPERATIONAL SYNERGY AND RESULTANT LINKAGES BETWEEN EACH OF THE PROJECT COMPONENTS](#)



AREAS DO NOT NECESSARILY OCCUR. Ideally, as envisaged within the Pro-Doc, products from KD 3 would have fed into the sub-deliverables of KD 1 as previously illustrated (*figure 4-1*).

From a management perspective, given the nature of the organisational structure found and the daily workflows of the UNDP team, the issue CAPACITY REPLACEMENT becomes apparent. Whereas the role of the CTA needs be considered as being an innovator and catalysis of change the position has become fully embedded within the MoP GDP in both functional and operational terms greatly reducing its effectiveness to induce change or to initiate innovative solutions and concepts that support the formulation of new policy measures.

### 5.3 Mechanisms of Quality Assurance

Quality assurance for the programme is maintained by UNDP CO whom provide programme management and backstopping financial / accounting support. The programme cycle has spanned the change of the senior management team who previously initiated the programme.

The Pro-Doc only provides a set of limited targets within its results framework, which in some cases are not explicit in terms of deliverables or sources of verification. This creates ambiguity that impact upon internal work planning and the development of a logical sequence of actions that can contribute to the programme deliverables.

Bearing this in mind the UNDP programme team could have further developed the results framework identifying improved and more realistic indicators to align to the dynamic operational environment of the programme. The use of such indicators could then effectively support the AWP process. This work can also assist to establish an internal M&E system that compliments the AWP and progress reporting cycles.

## 6 Financial Analysis

Financial analysis is derived from the utilisation of funds as reported within the progress reports and also attempts to analyse expenditure in accord to project actions. In the latter, the analysis examines the investment against initially planned actions as per the Pro-Doc and also investment that has been made on emergent actions. This section is therefore presented using the programme financial procedures that allocate expenditure to; (1) Team A. (2) Team B, and (3) Administrative Costs

		2011			2012			2013			Cumulative		
		Budget	Actual	Delivery	Budget	Actual	Delivery	Budget	Actual	Delivery	Budget	Actual	Delivery
Team A	Deliverable 1	59,594.38	57,614.71	96.68%	121,449.89	121,805.14	100.29%	208,216.00	54,126.99	26.00%	389,260.27	233,546.84	60.00%
	Deliverable 2	0.00	0.00	0.00%	5,440.00	4,318.00	79.38%	0.00	0.00	0.00%	5,440.00	4,318.00	79.38%
Team B	Deliverable 3	77,479.79	76,149.50	98.28%	174,445.87	174,085.40	99.79%	89,798.00	10,967.00	12.21%	341,723.66	261,201.90	76.44%
Project Management		120,925.83	118,334.08	97.86%	62,164.24	60,061.58	96.62%	68,277.56	11,453.55	16.77%	251,367.63	189,849.21	75.53%

Not including current year financial data		Budget	Actual	Delivery
Team A	Deliverable 1	181,044.27	179,419.85	99.10%
	Deliverable 2	5,440.00	4,318.00	79.38%
Team B	Deliverable 3	251,925.66	250,234.90	99.33%
Project Management		183,090.07	178,395.66	97.44%

Operations to Project Management Costs Ratios

		2011		2012		2103*		Cumulative	
		Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Operations		53.13%	53.06%	82.90%	83.33%	81.36%	85.04%	74.55%	72.44%
Project Management		46.87%	46.94%	17.10%	16.67%	18.64%	14.96%	25.45%	27.56%

		Budget	Actual
Operations		70.54%	70.87%
Project Management		29.46%	29.13%

Figure 6-1 Fund Utilisation

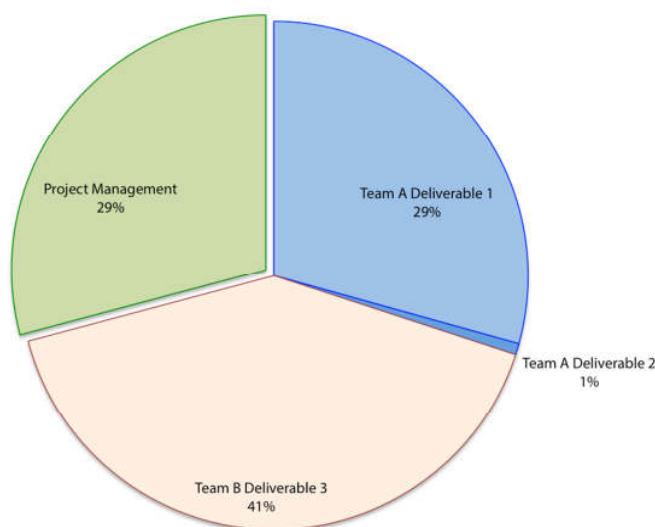
Overall the financial delivery to-date is high (*figure 6.1*) indicating that to the end of reporting year 2012 a 97.44% rate of delivery was achieved. However, when considering the division between project management and operations the investment ratio between project management and action provides an approximate 1/3 to 2/3 split i.e. 29% of the budget utilised is charged to project management costs (transaction). Project management costs within the financial system account for the following: -

- (1) National staff costs inclusive of salary and DSA's (programme coordinator and driver)
- (2) Vehicle Transport costs (vehicles including purchase and running costs)
- (3) Travel costs for UNDP CO to programme events
- (4) IT and office purchases and supplies
- (5) Telecommunications
- (6) Specialist meetings
- (7) UNDP administrative costs
- (8) POC – when applicable

The MTR suggests that such a ratio is perfectly acceptable since UNDP CO do provide extensive backstopping support to the team and are actively involved with the implementation of KD1 – SD 1.1

Within the context of the accounting system the CTA position and international short-term missions are accounted for within the deliverable budget lines, thus allocating resources to each of the deliverable areas.

When examining the distribution of programme funding up to the end of 2012 the following is applicable (*Chart 6.1*). As is illustrated deliverable 3 accounts for 41% of programme expenditure up to December 2012, with deliverable 1 and 2 (Team A) accounting for 30% of total expenditure.



*Chart 6-1 - Programme Expenditure by Component (source UNDP ATLAS)*

The difference of the expenditure reflects the activity level and types of activities that have been undertaken within each of the deliverable areas. As is readily visible only limited funding is attributed to deliverable 2 verifying the limited activity witnessed. Indeed within this deliverable area only workshop /conference expenses of \$4,318 have been incurred.

The use of programme funds has in the main supported the CTA position, the printing of MoP reports, and the organisation of

workshops and seminars. As is appreciated the shortfall in funding places great stress upon maximising the remaining budget for the programme cycle. Careful personnel planning to replace high-cost positions with flexible inputs whilst still retaining essential support to the MoP need be sought.

Within the context of planning a more equal distribution between KD 1 and KD3 needs be developed to accelerate KD1 actions to enable the programme to move on-track,

## 7 Conclusions and Lessons Learnt

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- CON1. *The MTR reveals that the programme has to-date delivered some very positive actions and outputs in terms of attaining SD's within KD1 and KD3. Unfortunately the inconsistency of implemented actions within KD1 and the planned omission of actions within KD2 have reduced the overall implementation performance assessment of the programme. Using a subjective biased performance assessment for each KD the following performance metrics are estimated by the MTR; - KD1 = 41%, KD2 = 10%, and KD3 = 101% based upon adjusted SD targets in alignment to programme cycle.*
- CON2. *Overall the performance of the NMSP project to date FALLS BELOW what can be expected of an important strategic intervention that supports the governments national development plan and which specially contributes directly to the achievement of CPAP output 5.1 when programme outputs are compared against the Pro-Doc results framework.*
- CON3. *In essence the NMSP programme should afford to offer high-level conceptual and strategic support to the MoP at a policy level and use its limited resources to introduce and inform the RGC upon modalities of acceleration planning using in-country and regional generated evidence from a variety of sources.*
- CON4. *The original design of the Pro-Doc is highly relevant to the CPAP and provides a very logical approach that addresses actual needs of the RGC in the context of the development of acceleration strategies to address lagging NSDP/CMDG areas using localised data and evidence part derived through the disaggregation of sub-national data via the CDB.*
- CON5. *Whilst the MTR recognises that work that has been completed by the programme especially within KD1 providing technical support to the operational sphere of the MoP GDP such work falls beyond the scope of the NMSP programme requiring that an update of the Pro-Doc and the results framework need be sought.*
- CON6. *Incoherence of AWP and the retention and roll-over of incomplete actions is evident whereby non-completed actions are not rolled-over and are commonly replaced with new actions. This has compounded the ability of the programme to provide greater contributions to CPAP output 5.1 to-date and has allowed the drift in strategic focus to occur.*
- CON7. *Due to perceived capacity gaps within the MoP – GDP, a tendency for CTA position to technically fill such gaps has been encouraged through inexact formulation of the AWP's. This has resulted in the weakening of the strategic role of the CTA position to actively induce conceptual options for change and act as catalysis to introduce new knowledge and skills within the MoP to address the overall objective of the NMSP programme as defined by CPAP output 5.1.*
- CON8. *The limited funding has contributed to a limited investment in terms of realising the programme deliverables. In view of the reduced funding UNDP CO with MoP could have reduced the scope of the programme earlier and re-focused some actions through the proposition of an updated Pro-Doc and results framework that could have been agreed upon during the NMSP-PB meetings.*
- CON9. *Where success is attained greater effort needs to be placed upon disseminating such results and knowledge not only in country but regionally. The development of the CDB*

*derived tools and localisation of CMDGs is a unique feature of the programme and provides a best international practice that should be pollenated throughout the region and also in MDG sensitive areas in Africa.*

## 8 Recommendations

The following recommendations are derived from the findings of the MTR being presented in three categories; (1) strategic (2) management, and (3) operational. These recommendations need be considered by the NMSP-PB and implemented through consensus to place the programme back on track. This will require that the MoP address the challenges of adopting to change as highlighted within this document through the acceptance of transfer of ownership and the effective implementation of innovative solutions to promote evidence informed national and sub-national planning practices.

### 8.1 Strategic Recommendations

- SR1. *The NMSP must focus its actions to provide policy support and policy dialogue facilitation to MoP and beneficiaries. To enable such a shift the function of the international position needs be sought, with the position undertaking more conceptual works that initiate and provide a catalysis for change as opposed to undertaking actions that maintain the current systems and processes.*
- SR2. *The international advisor must assume a role of supporting both Team A and Team B respectively and should not be compartmentalised/*
- SR3. *The funding gaps that presently exist need, if possible, to be addressed so that the NMSP can support key actions. Meetings held with the EC suggest that funding through the framework contract modality can be made available to support specific programme actions. For example a framework contract ToR can be raised by the NMSP to support the integration of national and sub national planning via a pilot exercise(s) that develop provincial acceleration strategies for provincial lagging NSDP / CMDG areas using the CDB derived tools.*
- SR4. *Improved integration with the UNDP LPP project needs be sought and synergies developed. Additionally closer working relationships with the JICA funded PILAC2 project at an operational level needs be realised to support the sustainability of the CDB score cards and sub-national profiles.*

### 8.2 Management Recommendations

- MR2. *The Pro-Doc requires agreed amendment in light of the current financial shortfall and the changes witnessed in terms of the NMSP operational environment and based upon the findings of this MTR. The Pro-Doc needs to be adjusted to reduce the scope of the programme (i.e. removal of KD2 and removal of SD 1.4) and the SD targets need revising to provide more explicit indicators. The revision of the Pro-Doc should align to the level of adoption of the operational recommendations contained within this document. Importantly the Pro-Doc needs to retain its strategic shape. Hence, deliverables and actions need be retained in relevant areas so that it addresses CPAP output 5.1.*
- MR3. *Whilst the basic management structure of the programme should be retained the full-time CTA position needs be replaced by a part-time international advisor position for the remainder of the programme cycle. The position can be procured and managed through a LTA that provides for an input of between 100 and 120 days per annum).*
- MR4. *AWPs (2014 and 2015) need be re-developed aligning to the amended Pro-Doc. The new AWP's need to be formulated to reflect the strategic policy level options as opposed to proving technical level actions that support the day-to-day operation of the MoP.*

- MR5. *A simplified M&E system to monitor programme performance and to support progress reporting needs be developed. The M&E system must use the results framework of the Pro-Doc as its reference.*

### 8.3 Operational Recommendations

- OR1. *KD1 – This to be retained in its current form as contained within the Pro-Doc inclusive of original targets set albeit with changes made to SD1.2 and SD1.4 as follows;*
- a. *SD1.2 “NSDP / CMDG policy dialogue forums are held” is still relevant but would appear to be very challenging at national level. This SD requires to be re-focused / rewritten to address the formulation of NSDP / CMDG acceleration strategies at the provincial level in two pilot areas. The action will then link 1.1 to 1.3, and additionally develop synergy with KD 3.*
  - b. *SD 1.4 “A multi-donor PBA modality is adopted and implemented in support of MPSP” is no longer relevant and needs removal. To allow for the retention of unforeseen work (M&E) within the context of the Pro-Doc, SD 1.4 can be used and reworded to contain the following, “... support to NSDP (2014-2018) M&E via the establishment of a suitable M&E framework and clear identification of explicit indicators to promote LM M&E systems conformity”. Since work has already been completed the follow-up actions need be limited to: (1) development of a consensus built M&E framework for the NSDP (2012-2018) using the NWGM&E, and (2) Agreement upon NSDP indicators through consensus approach via NWGM&E. To achieve this SD the programme need only support a single workshop and the CTA develop and generate the framework and associated indicators compiling such information within a comprehensive M&E strategy for the NSDP 2014-2018).*
- OR2. *KD2 – This is not attainable due to issues of funding and strategic relevance given the mandate of the NCDD. This deliverable can be removed from the Pro-Doc without affecting the NMSP contribution to CPAP Output 5.1.*
- OR3. *KD3 – No change is required however emphasis needs be placed upon SD 3.3. This can be achieved by the linking of the CDB with the CDPD through financial data fields that contained the actual investment figures contained within the District and Provincial Rolling investment plans which are annually consolidated and generated by MoI / NCDD.*
- OR4. *Specific CTA work tasks need be completed by December 2013, which need be limited to the following to reduce any possibility of slippage*
- a. *Assistance to the MoP to finalise the NSDP (2014-2018) that needs to be limited to the development of a M&E framework and identification of indicators consolidated within the compilation of a quality M&E strategy document for NSDP (2014-2018) as requested by the beneficiary Line Ministries. No other work on M&E should be undertaken by the CTA, with programme support to the NM&E workgroup being continued but being tapered off towards the end of the project cycle.*
  - b. *Assistance to support the completion of the CMDG/NMSP progress report (2013)*



## Appendix I – Assessments by Key Deliverable Areas (KD1)

Deliverable 1	Sub Deliverables	Targets	ACTUAL	PLANNED	PERCENTAGE
Ministry of Planning and Line Ministries produce evidence based policy decisions to fast track the achievement of lagging NSDP / CMDG targets	1.1 MoP and LM staff members generate regular quality analytical and synthetic documents	7 NSDP and CMDG reports produced independently	3	3.5	85.71%
	1.2 NSDP / CMDG acceleration policy dialogue forums are held	5 Policy dialogue forums held (focused upon or directly linked to NSPD / CMDG acceleration policy)	1	2.5	40.00%
	1.3 The 2014 - 2018 NSDP includes sub-national level analysis and acceleration strategies	Quality of document against criteria <i>Criteria to be developed with framework of NMSP, this target is linked via output to sub deliverable 1.2</i>	0.2	1	20.00%
	1.4 A multi donor PBA modality is adopted and implemented in support of the MPSP	Review of annual work plans	0.2	1	20.00%
Cummulative Performance					41.43%

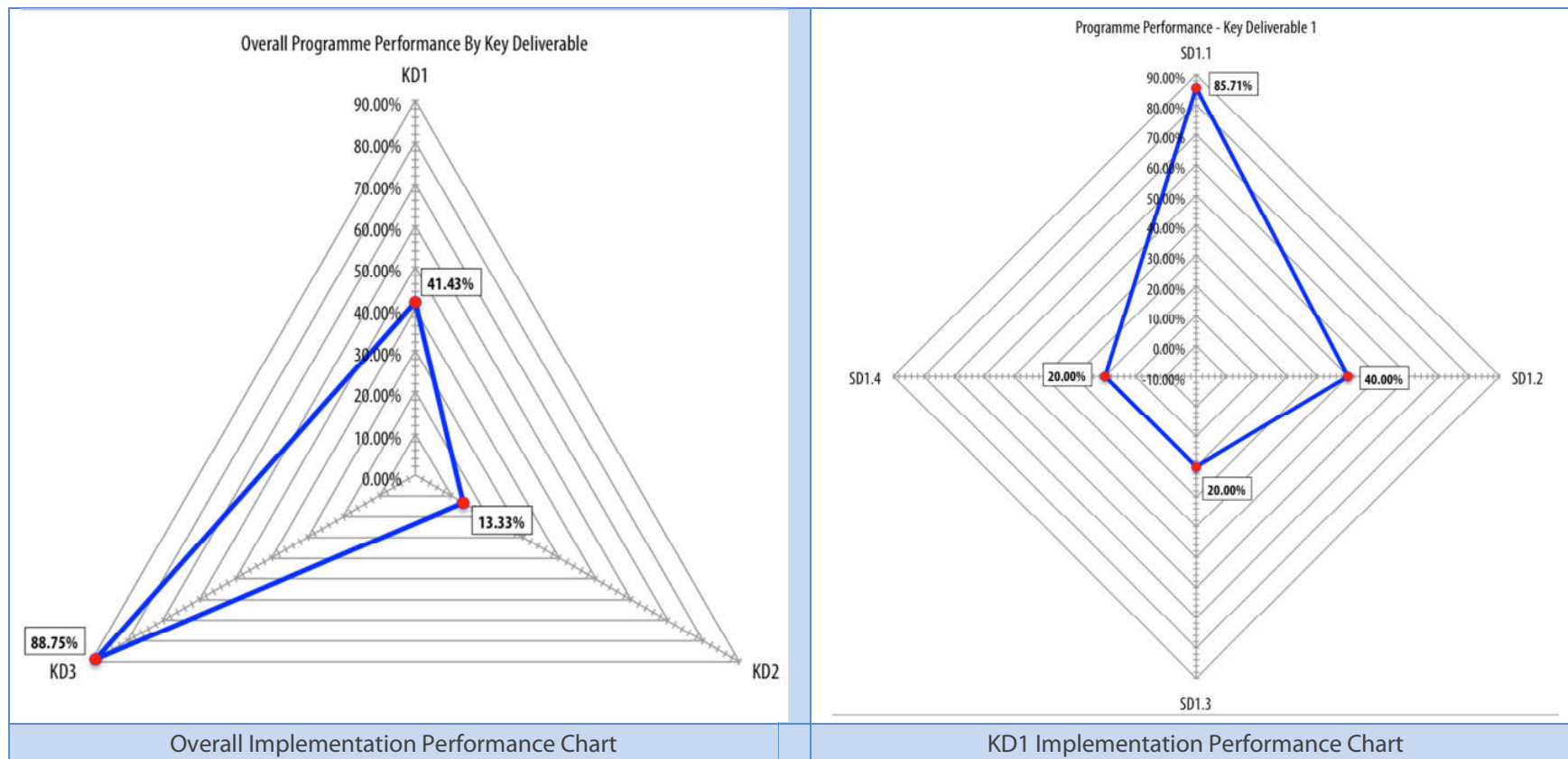
## Appendix I – Assessments by Key Deliverable Areas (KD2) – Base Line set on Pro-Doc

Deliverable 2	Sub Deliverables	Targets	ACTUAL	PLANNED	PERCENTAGE
Integration of national and sub-national planning	2.1 Participating LMs define porceedures for synchronizing sub national and national planning processes	5 LMs develop guidelines for national / sub-national integration	1	2.5	40.00%
	2.2 Draft guidelines are shared cross sectorially and connected to sub national planning processes	5 policy dialogues on national / sub national vertical and horizontal integrated planing	0	2.5	0.00%
	2.3 Participating LMs develop fully integrated plans	Number of LMs with integrated plans (5)	0	2.5	0.00%
Cummulative Performance					10.00%

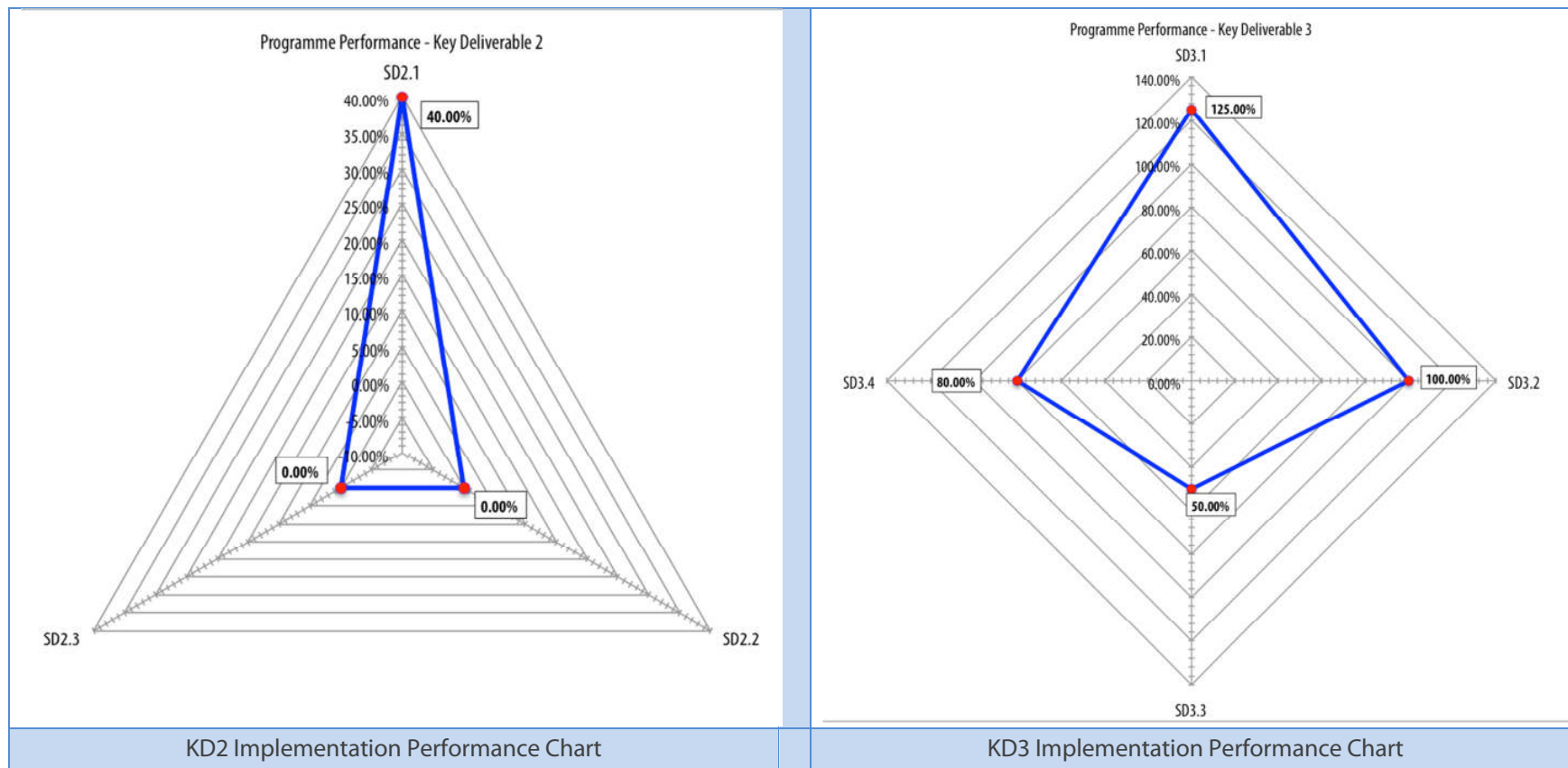
## Appendix I – Assessments by Key Deliverable Areas (KD3)

Deliverable 3	Sub Deliverables	Targets	ACTUAL	PLANNED	PERCENTAGE
CDB based CMDG scorecards and other products are used to focus sub-national planning processes by 194 Districts, Khans and Municipality	3.1 CBD based scorecards and other products in support of sub-national planning are generated	No of products derived from CDB (4)	5	4	125.00%
	3.2 Sub-national actors are able to use scorecards and other products in sub-national planning	No of planning officers trained in use of products (100)	100	100	100.00%
	3.3 Performance of sub-national entities on MDG achievement and budget allocation is assessed annually	Annual ranking of Districts on MDG performance (4)	1	2	50.00%
	3.4 Experiences about localizing MDG and using tools are shared nationally and internationally	No of national and international sharing events (5)	2	2.5	80.00%
Cumulative Performance					118.33%

## Appendix II – Implementation Performance Assessment Charts



## Appendix II – Implementation Performance Assessment Charts



### Appendix III List of Documents / Reports Delivered

Component	Key activities	Document/Reports Produced	Expenditure as of 31 March 2013 (USD)
National component (team A)	<u>Activity1:</u> Ministry of Planning and Line Ministries produce evidence based policy decisions to fast-track the achievement of lagging NSDP/CMDG targets	<ol style="list-style-type: none"> <li>1. <i>NSDP Mid-Term Review Report (MTR) (2011)</i></li> <li>2. <i>Annual CMDG reports (2011 and 2012)</i></li> <li>3. <i>National Poverty Measurement Approach Paper (2012)</i></li> <li>4. <i>Internal assessment of the state of M&amp;E in the three ministries</i></li> </ol>	237,864.00
	<u>Activity2:</u> Strengthened linkage of national and sub-national planning process focusing on NSDP/CMDG targets within selected line ministries	n/a	n/a
Sub-national component (team B)	<u>Activity3:</u> CDB based CMDG scorecards and other products are used to focus sub-national planning processes by 194 districts/Khans/Municipality	<ol style="list-style-type: none"> <li>1. <i>Revising the CDB questionnaires</i></li> <li>2. <i>Concept note for HH data collection</i></li> <li>3. <i>Capacity development plan</i></li> <li>4. <i>Localizing MDGs in Cambodia</i></li> <li>5. <i>Sectoral Scorecards by district</i></li> <li>6. <i>Demonstrating the use of CMDG Scorecards in sub-national planning</i></li> <li>7. <i>Scorecard user manual</i></li> <li>8. <i>Sub-national poverty book</i></li> <li>9. <i>Sub-national CMDG scorecard book</i></li> <li>10. <i>Video document on CDB/Scorecards</i></li> </ol>	261,551.00
Project Management	<u>Activity4:</u> Staffing and CO support cost (common cost to the programme)		289,849.00
Total expenditure			789,265.00

## Appendix IV – Field Mission Itinerary

Date/Time		Activity	Place
04/07/13	8:00	Travel to Preah Sihanouk	
05/07/13	15:30	Meeting with Provincial Planning Officers	Department of Planning
	8:30	Meeting with IP3 Project Manager	IP3 office
	10:00	Meeting with district planning officers	Steung Hav district
	14:00	Meeting with Commune	Kampenh
06/07/13	8:00	Travel to Phnom Penh	
08/07/13	8.00am	Travel to Kampong Cham	
	14.00	Meeting with Provincial Planning Officers	Department of Planning
	15.30	Meet IP3 Project Manager	IP3 office
09/07/13	8.30	Meeting with district planning officers	Chamkar Leu district
	9.30	Meeting with commune	Bos Khul or Cheayyo
	10.30	Travel to Ratanakiri	
10/07/13	8.30	Meeting with Provincial Planning Officers	Department of Planning
	10.00	Meeting with IP3 Project Manager	IP3 office
	14.00	Meeting with district planning officers	O'Choum district
	15.30	Meeting with commune	Will be defined by Planning officer
11/07/13	8.00	Travel to Phnom Penh	



## Appendix V – Training and Workshop Events KD 3

No.	Training/Workshop	Remarks
<b>Workshop</b>		
1	Workshop on revision of CDB questionnaires	National and subnational together
2	Workshop on dissemination of CMDGs Scorecards toward National League of Commune/Sangkat	Subnational
3	Workshop on Revision and Validation of Sectoral Scorecards with concerned line ministries	National and Subnational together
4	Workshop on impact of using CMDGs Scorecards in support of sub-national planning	Subnational (communes)
5	Workshop on sharing experience of using CMDG scorecards in support subnational planning	National (line ministries and NGOs)
6	Workshop on orientation of CDB-based sectoral scorecards toward development partners	National (donor agencies)
<b>Training</b>		
1	Training on Generation and utilization of CDB-based CMDG Scorecards toward provincial departments of planning	Subnational
2	Training on utilization of CMDGs Scorecards in support of commune/Sangkat development planning	Subnational (IP3 and planning departments)
3	Refresher training on generation of CMDGs Scorecards toward provincial departments of planning	Subnational
4	Training on utilization of CMDG scorecards in support of commune planning toward 20 target communes of 4 districts in 4 provinces	4 trainings (one training for each district)
5	Training on Generation of CDB-based Sectoral Scorecards toward provincial departments of planning	Subnational
6	Training on utilization of sectoral scorecards in support of subnational planning	4 trainings at Subnational (IP3 and line departments).

## Appendix VI – Participants of the MTR

H.E. Hou Taing Eng	Secretary of State MoP
H.E. Toun Thavrak	Secretary of State MoP
H.E. Theng Pagnathun	Director General of GDP MoP
Mr. Mean Thacorah	Deputy Director General of GDP MoP
Mr. Cheng Samnang	Provincial Programme Management Advisor NCDD
Mr. Vutha Kuong	NCDD ICT Advisor / Programmer

Mr. Napoleon Navarro	UNDP Deputy Country Director (Programmes)
Mr. Natharoun Ngo	UNDP Head of Poverty Cluster
Mrs Sok Lang	UNDP Programme Analyst
Mr. Sun Chanthorn	UNDP Programme Associate (Finance & Admin)
Mr. Sophat Chun	UNDP Programme Officer (M&E)
Ms. Dinravy Khorn	UNDP LPP
	UNDP LPP

Dr Sarthi Acharya (PhD)	UNDP CTA NMSP
Mr. Pirou Tep	UNDP NMSP Coordinator

Mr. May Tum	UNFPA Assistant Representative
Mr. Soktha Yi	UNFPA Programme Manager
Mrs. Usha Mishra	UNICEF Chief Policy, Advocacy, and Communications
Ms. Bossadine Uy	UNICEF Programme Analyst
Mrs Ros Sivanna	UNICEF Programme Manager Local Governance/Child Rights
Mr Ny Boret	NCDD M&R Advisor
Mr. Neak Samsen	Poverty Economist World Bank
Mr. Phillip Courtnadge	UNDP Advisor CDC
Ms Fiona Ramsey	Cooperation Attaché EUD Cambodia
Mr Christian Provoost	Cooperation Attaché EUD Cambodia

## Appendix VII – MTR ToR

### ANNEX I

#### TERMS OF REFERENCE FOR INDIVIDUAL CONTRACTOR

##### 1) Position Information

Post Title:	<i>International Consultant, Project Mid-Term Review (MTR) of NSDP/CMDG Monitoring Support Programme (NMSP)</i>
Practice Area:	<i>Poverty Reduction</i>
Duration of the Assignment:	<i>30 working days over the period from 29 April to 28 June 2013 (30 days in Cambodia—18 days in Phnom Penh and 12 days in provinces)</i>
Duty Station:	<i>Phnom Penh (Ministry of Planning)</i>
Expected Places of Travel	<i>Expected travel to selected provinces (3 days per province including travel) of Presh Sihanouk, Battambang, Kampong Cham and Mondulkiri (transportation to be provided by project)</i>
Cluster/Project:	<i>Poverty Reduction, NSDP/CMDG Monitoring Support Programme</i>
Supervisor:	<i>Poverty Reduction Team Leader and NMSP Team, UNDP</i>

##### 2) Background and Context

Cambodia's progress towards the Cambodian Millennium Development Goals (CMDGs) has been substantial but varied. Analysis of Cambodia's progress towards CMDG1 reveals that Cambodia has achieved impressive growth and significant reduction of poverty over the past decade. Cambodia's uneven growth dynamics have a strong geographic dimension.

Important capacity gaps at all levels in the government and society are major challenges in achieving the targets. As the National Strategic Development Plan (NSDP) states, the quality, efficiency, scale and reach of public services remain key challenges for attaining CMDGs, whether they relate to social service delivery or local economic development. It is increasingly acknowledged that MDG targets can only be achieved fully if services and inputs are available to, and managed by, local governments and communities and if their capacities to do so are further developed.

The NSDP/CMDG Monitoring Support Program (NMSP) is a five-year programme (2011-2015) designed to support the implementation of the Ministry of Planning Strategic Plan (MPSP) to address the key challenges in achieving NSDP/CMDG targets. It directly supports the development, implementation and monitoring of the NSDP at both national and sub-national levels. The goal of the NMSP is to support monitoring and policy dialogue on NSDP implementation to accelerate achievement of CMDG through three key objectives:

1. Strengthened monitoring and analysis of the NSDP by MoP and Line Ministries (LM) leading to evidence based policy decisions to accelerate progress in lagging NSDP/CMDG areas
2. Harmonized and integrated national and sub-national planning focusing on NSDP/CMDG targets within selected line ministries
3. Use of sub-national scorecards and other products to assess budget allocation and NSDP/CMDG performance at the sub-national level

The project has two components: I). National component which is dealing with General Directorate of Planning (GDP) of Ministry of Planning (MOP) on capacity development of MoP and LM to produce quality analytical reports, policy dialogues on acceleration of NSDP/CMDG, preparation of the 2014-2018 NSDP, support for the integration of DP support into one multi-donor programme or similar PBA funding instrument and improving linkages between national and sub-national planning processes; and II). Sub-national component which is dealing with "Decentralization and Deconcentration and Seth Koma Working Group" (DDSKWG) of MOP to develop CDB-derived

scorecards and other products and build capacity of MOP provincial and district staffs in the generation and use of products. [See ANNEX 1 project profile](#)

The project is nationally executed by Ministry of Planning and the project assurance is provided by the UNDP Country Office.

### 3) Mid-Term Review Purpose

The purpose of project mid-term review is to provide the project stakeholders i.e. the MOP, UNDP and members of the Project Board a comprehensive and systematic account of the performance of the project by assessing whether the project is on course in line with the project objectives and Country Programme Action Plan (CPAP) 2011-2015 and make recommendation to enhance and improve further project performance as well as suggestion for future improvement (e.g. in the area related to the appropriate and relevant project design, process of implementation, effectiveness, efficiency, partnership and sustainability).

The purpose is complemented by:

- Promoting accountability and transparency, assessing and disclosing levels of project achievements whether the project outputs remain relevant, effective and efficient
- Assessing the relevance of project document design, scope, strategy and the Results Resource Framework (RRF) and make recommendation for redesigning the ProDoc. taking into account changes in the operating environment in the areas of *NSDP/CMDG Monitoring*
- Using the results findings and lessons learnt to improve the project document and framework to reflect on the current project context and situation with strong connection to the Country Programme Action Plan (CPAP) and related current strategic country focused areas.
- Providing feedback on the issues that are recurrent across the portfolio and need attention for future better project intervention.

### 4) Scope and Objectives of the Assignment

The review will focus on project design, process of implementation, achievements, relevance, efficiency, effectiveness and sustainable development and identify challenges and lessons learned for future improvement.

The review should be grouped into four components: 1) Project design assessment, 2) Project implementation assessment, 3) Results assessment and 4) Capacity building assessment.

The assignment is to:

- Identify the extent to which the expected outputs of the project were delivered by the Implementing Partner during the period under review;
- Determine the extent to which the delivery of the project outputs has thus far contributed to the achievement of the project and programme outcome;
- Identify limitations and restrictions to the implementation of the project, which affected its performance and measures taken by the Implementing Partner to overcome those difficulties;
- Identify key factors which are affecting current institutional arrangement of Implementing Partner and draw up the recommendations for improvement;
- Review the project document and identify the areas which are irrelevant to the mission and mandate of Implementing Partner and recommend revisions/adjustments to the contents as deemed necessary;
- Identify the extent to which capacity was implemented by the Implementing Partner, both in the areas of administration and finance and technical expertise as planned in the project document and recommend future improvement;

- Recommend corrective measures and measures for the maximization of the delivery of project output that may be implemented by the Implementing Partner for the remaining period of the project; and
- Draw on lessons learnt from the implementation of the project and best practices that may be shared by the Implementing Partner with other programmes.

The review will be guided by the five Principles for Evaluation of Development Assistance that was adopted by the Development Assistance Committee (DAC) of the Organization for Economic Cooperation and Development (OECD), namely *the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability*.

Review activities will be undertaken through participatory and consultative approach, involving all relevant stakeholders, both *insiders* (project director, managers and UNDP) and *outsiders* (beneficiaries, NCDD, MOI and other concerned development partners) and impartiality and independence of the review must be ensured by all the involved throughout the review process.

#### 5) Evaluation questions

The project has been operated for two years starting from June 2011 to present, therefore the efficiency and effectiveness of the project which are delivered by implementing partner are the key purpose of the review. In this regards, the review will answer the following questions:

- What output and outcome were delivered by the project?
- Did the output and outcome attain the objectives of the project and programme outcome?
- What factors have contributed to achieving or not achieving the intended objectives of the project and programme outcomes?
- Has the UNDP partnership strategy been appropriate and effective?
- What factors had been contributed to effectiveness or ineffectiveness?

#### 6) Methodology

The Project Mid-term Review/Evaluation will be conducted as an in-depth evaluation using participatory approach, whereby project director, managers and staffs of Ministry of Planning, UNDP, concerned stakeholders such as UNICEF and UNFPA, and other relevant agencies including JICA, NCDD, Ministry of Interior and beneficiary ministries-Ministry of Agriculture, Forestry and Fisheries, Ministry of Rural Development and Ministry of Social Affairs, Veteran and Youth Rehabilitation are consulted throughout evaluation. The Review/Evaluation combines different methods such as Literature Review, Stakeholders & Key Informants Interview and Field Study.

#### 7) Final Products or Deliverables/Outputs

The consultant will be accountable for producing following outputs:

- **Inception report (Mid Term Review)**
- **A high-quality results-oriented Mid Term Review Report** (including lessons learnt and recommendations for future project improvement). This MTR report will be used as the inputs for the CPAP Mid Term Review.
- **A high-quality and result-oriented of NSDP/CMDG ProDoc.** (Updated to reflect the current context of the project).

**7.1 Inception report** - this phase includes review of relevant literature/documents and definition and development of appropriate review methodology and tools. The consultant will develop questionnaires with evaluation questions to be used as well as an interview formats that will

be used in the course of the review. *See ANNEX 2 Documents recommended for literature review.*

By the end of the Inception Phase, the consultant will submit desk reports to the UNDP NMSP team and program team in Cambodia and the reports will be shared with the Reference Group.

As a minimum the desk reports will:

- Describe the first finding of the study, the foreseen decree of difficulties in collecting data, other encountered and/or foreseen difficulties in addition to their work plans for the Field Phase.
- Present an indicative methodology to the overall assessment on the implementation of the NMSP.
- Present each evaluation question stating the information already gathered and their limitations and provide a first partial answer to the question, identify the issues still to be covered and the assumptions still to be tested, and describe a full method to answer the question.
- Identify and present the list of tools (questionnaires, interview formats etc) to be applied in the Field Phase.
- List all preparatory steps already taken for the Field Phase

**7.2 A high-quality and result-oriented mid-term review report** – this phase contains a briefing at the MOP in Cambodia including meeting with the Project Managers and UNDP project and program team to reconfirm review objectives and issues and to validate evaluation questions and work plans prepared by the consultant.

The introductory meeting will be followed by data collection through surveys, consultations and interviews with the MOP, UNDP, development partners, beneficiaries and other relevant stakeholders. *See ANNEX 3 Provisional list of interviewees*

The consultant will conduct data collection in Phnom Penh and the selected provinces i.e. Battambang, Kampong Cham, Monduliri and Preah Sihanouk where NMSP project supports the demonstration of using CDB-based Scorecards in support of subnational planning.

At the end of field phase, the consultant will debrief on the findings and recommendations to the Reference Group members and receive initial comments / feedback. Prior to the debriefing, the **1<sup>st</sup> draft reports** will also be submitted by the consultant to the UNDP Team in Cambodia.

The consultant processes data collected in the field and initial comments received from the Reference Group members during the debriefing at the end of the field phase and submit the **2<sup>nd</sup> draft reports** to the UNDP team in Cambodia. The **2<sup>nd</sup> draft report** will be shared with Reference Group members for final review and comments.

By UNDP evaluation principle, the decentralized evaluating report requires to be assessed of its quality by the Evaluation Office (EO), HQs.

Comments requesting methodological quality improvements should be taken into account, except where there is a demonstrated impossibility, in which case full justification should be provided by the consultant. Comments on the substance of the reports may be either accepted or rejected. In the latter instance, the consultant is to explain the reasons in writing.

A high-quality and result-oriented mid-term review report will be prepared according to the format and content described below:

- a) Cover page, containing project identification, entity evaluated, date and author;
- b) Content;
- c) Executive Summary – not more than 2 or 3 pages, wherein are presented the major points of analysis, major finding (relevance, impact, effectiveness, efficiency, sustainability, gender equality, capacity development, etc), major recommendations, lessons learnt and best practices, and the principal conclusion;
- d) Introduction – shall explain the purpose, expected uses of evaluation results, and the structure contents of the report, etc;
- e) Intervention: - shall include evaluation objectives, scope, coverage, criteria and methodology, and limitation;
- f) Answered questions / findings;
- g) Overall assessment – based on the evaluation criteria;
- h) Conclusions and recommendations, including action item with responsible entity;
- i) Lessons learnt and best practices; and
- j) Annexes.

There should be a minimum of the following annexes:

- Evaluation consultant;
- Terms of Reference of the review;
- Glossary and Abbreviations;
- List of persons/organizations consulted;
- List of literature/documentation consulted;
- Evaluation work plan executed;
- Problems and adjustments table; and
- Findings synthesis table with performance rating.

Main text excluding annexes should be maximum **40 pages**.

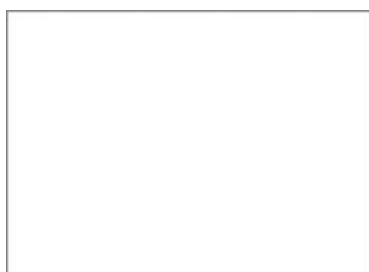
**7.3 A high-quality and result-oriented of NSDP/CMDG ProDoc** – the consultant has to review and update the project document of NMSP to reflect current context of the project based on the mandate of Ministry of Planning and strategy of UNDP.



## Appendix VIII – Consultant

UNDP Job Ref 35-1580 – International Consultant MTR of NSDP/ CMDG Monitoring Support Programme

### Introduction



I would like to propose my candidature for the advertised international consultancy position (Project Mid Term Review of NSDP/CMDG Monitoring Support Programme ) based upon my international portfolio of project management work and previous MTR and evaluation missions completed with UNDP inclusive of missions in Cambodia.

I have recently completed an international MBA (Major in Strategic Management) with my dissertation examining aid coordination architecture in the context of cultural alignment. The research for the thesis was undertaken in Cambodia which included the implementation of a values survey of Government officials, civil society , and citizens (national and sub national level). Taking such work into account I consider that I have the necessary up to date academic knowledge and cultural awareness combined with practical international consultancy experience to support the requirements for the mission

Specially, to support my application, as verified within my P11 and attached CV I have successfully completed MTR, terminal evaluation, and capacity assessment missions for UNDP, the latter two missions being in Cambodia. I have also undertaken evaluation and project formulation missions with the European Commission and therefore I am fully conversant with both UNDP RBM and EC PCM methodologies.

To underscore my knowledge of PCM and RBM methodology I have been engaged by UNDP Georgia to provide technical training to UNDP staff and Civil Society Organizations in relation to PCM and M&E. In addition I have developed and implemented numerous capacity building exercise in relation to RBM / PCM inclusive of gender equality in the context of correct programming and project identification and Results Oriented Monitoring to civil service, civil society and women's groups.

I have extensive and proven consultancy / advisory experience to support policy formulation practices. During 2012 I engaged by GIZ to provide policy advice and technical support to the RGC within the framework of D&D reform within the national rectangular strategy. Within the context of providing policy support I worked for the Council of Ministers (formulation of a civil service retrenchment policy concept note) and NCCD policy unit (development of sub national policy cycle and development of D&D policy model with the provision of capacity development and training .

Working with the NCCD policy unit I facilitated the introduction of “New Public Management” (NPM) policy making tools to promote evidence informed policy development at national and sub national levels. Within the context of this work I also developed and delivered residential training for NCCD government and contracted staff in the “Art of Policy Making”. Within this context I own a full appreciation of policy formulation processes and systems that are used by the RGC and the associated rectangular strategy.

UNDP Job Ref 35-1580 - International Consultant MTR of NSDP/ CMDG Monitoring Support Programme

As indicated with my CV I have extensive project management experience within the context of strategic planning (MDG acceleration planning and sector based national development planning) experience (South Sudan) and have provided technical support, capacity development and advisory services in relation to evidence informed policy formulation processes.




I have successfully facilitated and contributed to the development and formulation of the South Sudan national plan, supporting three budget sector workgroups (SWAp based) inclusive of infrastructure, rural development and land use, education, and rule of law. To facilitate the process I organized and implemented a series of trainings and stakeholder planning workshops and assisted the national teams to identify bottlenecks and to formulate sector wide MDG Acceleration Plans. The workshops concluded with draft sector based MDG APs and associated budgets that were duly issued for review and adoption by the Ministry of Finance and Economic Planning and inclusion within the national plan

My CV illustrates my proven consultancy track record with UNDP (Afghanistan, Bangladesh, and Cambodia) working on various projects within the context of monitoring and evaluation, conducting MTRs and adjusting / formulating updates of project documents, and capacity assessments. I am additionally enrolled on the UNDP Governance Roster (UNDP Wide) where from my references can be directly downloaded.

Given my wide international experience, inclusive of a comprehensive understanding of cultural value differences in development and mainstreaming of indigenous groups and women in program designs and planning processes I consider that I am suitably professionally and tacitly qualified to fulfill the requirements of the ToR

## Referees

The following people should be contacted for verification purposes, however such references can be obtained from the UNDP Governance Roster (WIDE) in which I am registered with such references being stored for download.

-  Mr Berthold Averweg, Director GOPA consultants - [berthold.averweg@gopa.de](mailto:berthold.averweg@gopa.de)
-  Ms Heli Uusikyla Deputy Director UNWRA - [heliuusi@hotmail.com](mailto:heliuusi@hotmail.com)
-  Mrs Hong Young Won Deputy Director Governance Cluster UNDP Bangladesh - [young.hong@undp.org](mailto:young.hong@undp.org)



P A Martin  
April 09 2013  
[martinpa@mac.com](mailto:martinpa@mac.com)