

Cambodia

Mid-Term Evaluation

Thematic window: Culture and Development

**Programme Title: Cambodia Creative Industries Support
Programme (CISP)**

Prologue

The current mid-term evaluation report is part of the efforts being implemented by the Millennium Development Goal Secretariat (MDG-F), as part of its monitoring and evaluation strategy, to promote learning and to improve the quality of the 128 joint programs in 8 development thematic windows according to the basic evaluation criteria inherent to evaluation; relevance, efficiency, effectiveness and sustainability.

The aforementioned mid-term evaluations have been carried out amidst the backdrop of an institutional context that is both rich and varied, and where several UN organizations, working hand in hand with governmental agencies and civil society, cooperate in an attempt to achieve priority development objectives at the local, regional, and national levels. Thus the mid-term evaluations have been conducted in line with the principles outlined in the Evaluation network of the Development Assistant Committee (DAC) - as well as those of the United Nations Evaluation Group (UNEG). In this respect, the evaluation process included a reference group comprising the main stakeholders involved in the joint programme, who were active participants in decisions making during all stages of the evaluation; design, implementation, dissemination and improvement phase.

The analysis contained in the mid-term evaluation focuses on the joint program at its mid-term point of implementation- approximately 18 months after it was launched. Bearing in mind the limited time period for implementation of the programs (3 years at most), the mid-term evaluations have been devised to serve as short-term evaluation exercises. This has limited the scope and depth of the evaluation in comparison to a more standard evaluation exercise that would take much longer time and resources to be conducted. Yet it is clearly focusing on the utility and use of the evaluation as a learning tool to improve the joint programs and widely disseminating lessons learnt.

This exercise is both a first opportunity to constitute an independent 'snapshot' of progress made and the challenges posed by initiatives of this nature as regards the 3 objectives being pursued by the MDG-F; the change in living conditions for the various populations vis-à-vis the Millennium Development Goals, the improved quality in terms of assistance provided in line with the terms and conditions outlined by the Declaration of Paris as well as progress made regarding the reform of the United Nations system following the "Delivering as One" initiative.

As a direct result of such mid-term evaluation processes, plans aimed at improving each joint program have been drafted and as such, the recommendations contained in the report have now become specific initiatives, seeking to improve upon implementation of all joint programs evaluated, which are closely monitored by the MDG-F Secretariat.

Conscious of the individual and collective efforts deployed to successfully perform this mid-term evaluation, we would like to thank all partners involved and to dedicate this current document to all those who have contributed to the drafting of the same and who have helped it become a reality (members of the reference group, the teams comprising the governmental agencies, the joint program team, consultants, beneficiaries, local authorities, the team from the Secretariat as well as a wide range of institutions and individuals from the public and private sectors). Once again, our heartfelt thanks.

The analysis and recommendations of this evaluation report do not necessarily reflect the views of the MDG-F Secretariat.

**MID-TERM EVALUATION OF MILLENNIUM
DEVELOPMENT GOALS FUND (MDGF)
CAMBODIA CREATIVE INDUSTRIES SUPPORT
PROGRAMME (CISP)**

prepared for
**THE MDGF SECRETARIAT IN NY
THE ROYAL GOVERNMENT OF CAMBODIA AND
THE UNITED NATIONS IN CAMBODIA**

by
Bob Boase, Consultant

Vancouver CANADA
August 3, 2010

ACRONYMS

AAC: Artisans Association of Cambodia

BDS: Business Development Services

BoC: Baskets of Cambodia

CANDO: Cambodian NTFP Development Organization

CCC: Cambodian Craft Corporation

CEDAC: Centre d'Etudes et de Développement Agricole Cambodgien

CISP: Creative Industries Support Programme

CLA: Cambodian Living Arts

CISP: Creative Industries Support Programme

CORD: Cambodian Organization for Research and Development

COWS: Cambodian Organization for Women Support

DAFF: Provincial Department of Agriculture, Forestry and Fisheries

DoC: Provincial Department of Commerce

DoCFA: Provincial Department of Culture and Fine Arts

EDI: Enterprise Development Initiative

GTZ: German Development Agency

MVI: My Village International

FAO: Food and Agriculture Organization of the UN

FLD: Farmers Livelihood Development

ICCROM: International Center for the Study of the Preservation & Restoration of Cultural Property

ICOMOS: International Council on Monuments and Sites

ILO: International Labour Organization

IP: Indigenous Persons the target group of this project

JP: Joint Programme

KIP: Kampot Polytechnical Institute

LHT: Living Human Treasures

M&E: Monitoring & Evaluation

MAFF: Ministry of Agriculture, Forestry and Fisheries

M&E: Monitoring and Evaluation

MBO: Member Based Organizations

MDGF: Spain-funded Millennium Development Goals Achievement Fund

MDG: Millennium Development Goals

MIME: Ministry of Industry, Mines and Energy

MoC: Ministry of Commerce

MoCFA: Ministry of Culture and Fine Arts

MODE: Minority Organization for the Development of Economy
NAPV: National Authority for Preah Vihear
NGO: Non Governmental Organization
Nomad RSI: Nomad Recherche et Soutien International
MVI: My Village International
NTFP: Non Timber Forest Products
PDoC: Provincial Department of Commerce
PDoCFA: Provincial Department of Culture and Fine Arts
PDoAFF: Provincial Department of Agriculture, Forestry and Fisheries
PDoIME: Provincial Department of Industry, Mines and Energy
PKH: Ponlok Khmer
PMC: Programme Management Committee
TOR: Terms of Reference
UN: United Nations
UNDAF: United Nations Development Assistance Framework
UNDP : United Nations Development Programme
UNESCO : United Nations Education, Scientific & Cultural Organization
VFC: Village Focus Cambodia

Contents

ACRONYMS	ii
1. Introduction.....	1
1.1. Premises & Context for this evaluation.....	1
1.2. Objective of this Evaluation	1
1.3. Methodology.....	1
1.4. Limitations & Caveats of the evaluation	2
2. Description of the Development Intervention	3
2.1. CISP Partners by UN Agency, by province and at the national level.....	4
2.2. Activities implemented by the Joint Programme	4
2.3. Initial Conditions of the Intervention	7
2.4. Description of the Theory of Change of the Programme.....	8
3. Level of Analysis: Evaluation Criteria & Evaluation Questions.....	9
4. MDGF Findings, remarks and lessons learnt.....	10
4.1. Unforeseen Implications of the MDGF Concept	10
4.2. A Complex Joint Programme Mechanism	10
4.3. An overly ambitious project?.....	11
4.4. Sustainability	12
4.5. Mission Overload	12
5. CISP Findings, remarks and lessons learnt.....	13
5.1. JP coverage	13
5.2. Commercialization	13
5.3. Communication Strategy	13
5.4. NGO Involvement	13
5.5. Women	14
5.6. Indigenous Youth.....	14
5.7. The Cultural Component	14
5.8. Ownership	15
5.9. Micro-Credit Component	15
6. Recommendations for the MDGF Secretariat in NY	16
6.1. Strengthening JP Sustainability.....	16
6.2. Improving the Joint Programme Mechanism	16
7. Recommendations for the Cambodian CISP	19
7.1. Strengthening CISP's Sustainability.....	19
7.2. Adjust commercialization component of project.....	19

7.3.	<i>Adjust Micro-Credit component of project.....</i>	<i>19</i>
7.4.	<i>Adjust cultural product certification</i>	<i>19</i>
7.5.	<i>Strengthen Training.....</i>	<i>20</i>
7.6.	<i>CISP Communications Strategy & Monitoring & Evaluation System.....</i>	<i>20</i>
7.7.	<i>Tourism.....</i>	<i>21</i>
7.8.	<i>Indigenous Youth Apprentice Programme.....</i>	<i>21</i>
7.9.	<i>A National Conference</i>	<i>21</i>
8.	Next Steps	23
ANNEX A.	Terms of Reference for this Assignment.....	24
ANNEX B.	List of Stakeholders Interviewed in Phnom Penh.....	33
ANNEX C.	Visit to Kampong Thom & Preah Vihear Provinces	36
ANNEX D.	Inception Report of the consultant.....	37

1. Introduction

This mid-term evaluation was carried out in March-April 2010 by Bob Boase of Vancouver CANADA. The consultant would like to thank the MDGF Secretariat in New York for its abiding support and assistance, the Royal Government of Cambodia for its generous provision of time to meet with senior officials, the UN organization in Phnom Penh and finally the Creative Industries Support Programme (CISP) project team for its frank and open discussions and for arranging all the logistics for the field mission.

1.1. Premises & Context for this evaluation

The premise for this evaluation was that CISP would be sufficiently underway at its midway point to assess its progress, draw conclusions and make recommendations for the remainder of the project. This was in fact the case.

The context for this evaluation is that MDGF policy calls for a mid-term evaluation of all of its projects around the world lasting more than two years as a management tool for its global trust fund.

1.2. Objective of this Evaluation

All MDGF mid-term evaluations serve to improve implementation of joint programmes in their second half. They also generate knowledge, identify good practice and lessons learned that can be transferred to other programmes and contribute to the overall M&E system for the MDGF. Findings and recommendations from this evaluation will serve to inform the Programme Management Committee for this project, its National Steering Committee and the MDGF Secretariat in New York.

1.3. Methodology

The methodology for this mid-term evaluation involved the following:

1.3.1. Desk Review

The consultant was emailed all relevant documents and reports on the project in his home country for reading and analysis along with a contextualized terms of reference from project management to guide the planning of the assignment. The consultant then had a very useful half-hour phone discussion with Ms. Paula Pelaez of the MDGF Secretariat in New York from his home before heading out on mission.

1.3.2. Inception Report

Based on the above the consultant prepared an inception report as the guiding document for the conduct of this evaluation. This report was read by key stakeholders and adjusted as necessary by the consultant before field-work began. The inception report is in Annex D.

1.3.3. Work in the field

Work in the field was primarily interviews with key informants for this JP starting in Phnom Penh the first week and then shifting to two provinces (Kampong Thom and Preah Vihear) for three days in the second week to review work on the ground. The final two days of the mission in Phnom Penh were taken up with remaining interviews, a session with the Resident Coordinator and a debriefing/discussion with the CISP JP team. See Annexes B and C for the list of people and organizations interviewed in Phnom Penh and in Kampong Thom and Preah Vihear.

The consultant began drafting the final report in the field by loading in findings and conclusions in the evenings once the day's work was completed. The JP team kindly provided the consultant with:

- The joint programme goals; start date, outputs and outcomes, contribution to the MDGs at local and national levels, its duration and current stage of implementation.
- The JP's complexity, including its components, participants (direct and indirect), geographical scope (regions) and the socio-economic context as well as the network of existing activities of other development stakeholders working with the target group.
- Discussions with the JP team on the target areas (distance and its consequences, level of economic activity, existing capacities of available partners, the (non) availability of Business Development Services providers); their populations (limited literacy, creative industries as a source of supplementary income only, very specific cultural/work context where a traditional business approach would not succeed; extremely fragile livelihood balance not to be perturbed); the time frame of the Joint Programme and its components and activities; existing/previous projects undertaken in the same field/target areas, including by the UN.
- The human and financial resources at the joint programme's disposal, the number of programme implementation partners (UN, national, local governments and others).
- Changes in the programme since implementation began, and how the programme fits in with the priorities of the UNDAF and the National Development Strategies.

1.3.4. Report writing back in home country

Once back in his home country, the consultant completed this draft report and submitted it to the client(s) for comment and feedback before finalizing the report.

1.4. Limitations & Caveats of the evaluation

This evaluation was carried out with a very brief mission of only 8 working days. In the limited time available it was not possible to meet with all stakeholders nor was it possible to visit Mondul Kiri and Ratana Kiri which are the two most important provinces where the JP operates in terms of the size of the target population – the indigenous peoples. Nonetheless, a visit was made to Kampong Thom and Preah Vihear provinces during the field mission, which were more accessible from Phnom Penh, the capital. But even for these provinces it took the better part of a day to reach the provincial capitals and producer groups in target villages were a few more hours of travel from the provincial capital. It should be appreciated that JP management faces these same time-consuming challenges in implementing the project.

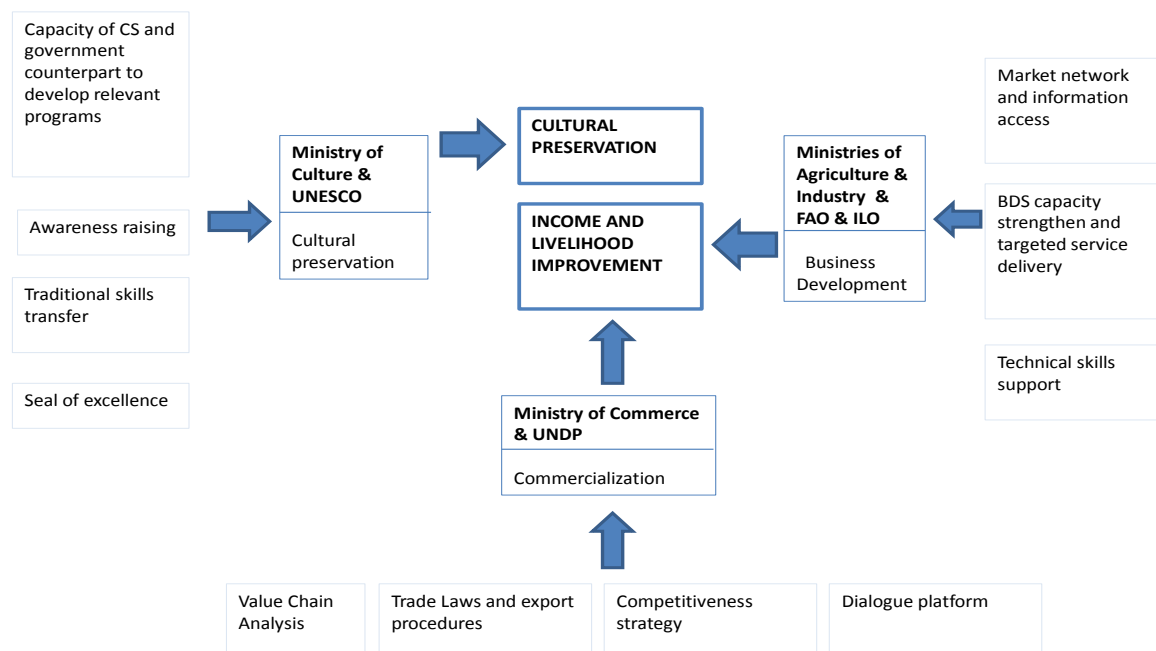
With these caveats, the evaluation is more qualitative than quantitative. Analysis and verification were limited because of time restrictions. For example, it was not possible to assess training effectiveness in the JP nor was it possible to examine prospects for commercialization of the handicrafts being produced. Finally, it was not possible to speak with NGOs not involved in the JP for their perspective.

The JP had a slow start as do almost all large and complex development projects, with the result that while it is at the halfway point time-wise, it is perhaps only a third or a quarter complete in terms of outputs. Therefore, it was challenging for the consultant to foresee JP results and sustainability prospects.

Nonetheless, thanks to the many excellent JP informants, the consultant gained a fulsome appreciation of the JP intervention and is confident in this report's conclusions and recommendations.

2. Description of the Development Intervention

The MDGF Cultural Industries Support Programme



The diagram above describes CISP for the reader. It shows the Ministry of Culture (the lead ministry of this project) and UNESCO working to preserve indigenous culture. The Ministries of Agriculture, Forestry and Fishery and Industry, Mines and Energy and FAO & ILO working toward income generation and livelihood improvement of the indigenous people and finally the Ministry of Commerce and the UNDP working to commercialize the small business of the indigenous people.

The diagram illustrates the challenge and complexity of this intervention. Four UN agencies teamed up with four ministries of the Royal Government of Cambodia working in four of the northern and more remote provinces of the country with the indigenous people – the most disadvantaged and vulnerable group of people in Cambodia as the target group. To say the JP is ambitious is an understatement, particularly given its time frame when the scope and scale of the change envisaged for the indigenous people will take a generation. Other donors and local NGOs are working with IP but it is understood that they were not consulted by the consultants who formulated the JP and that there are some policy tensions between these NGOs and the JP which make it all the more challenging. The JP is to be implemented in 36 months. The official start date was September 10, 2008. Its end date will be September 10, 2011. So the JP is currently at the halfway point with 18 months left. The JP budget is US\$3.3 million divided as follows among the four UN agencies with the amount and percent disbursed by agency shown below.

UN AGENCY	CISP Budget US\$	Disbursement to date	% Disbursed
UNESCO	748,604	293,269	40%
UNDP	818,826	165,304	20%
ILO	941,017	421,000	45%
FAO	791,553	215,211	27%

The budget chart shows that UNESCO and ILO are on track to disburse their budget and it is understood that FAO has large budget commitments for this year that will bring it on track. UNDP has had difficulty disbursing on this JP due to numerous challenges. However, it is understood that current commitments will bring UNDP disbursement back on track by September 2010.

2.1. CISP Partners by UN Agency, by province and at the national level

Province/ Products	UNESCO	UNDP	FAO	ILO
Kampong Thom <i>Handicrafts</i> <i>Tourism</i>	COWS MODE DoCFA/Kampong Cheutel High School	DoC/CSO Beneficiaries of COWS and MODE	DAFF BoC COWS EDI MODE	AAC COWS MODE DIME
Preah Vihear <i>Handicrafts</i> <i>Resin</i>	NAPV (Ponlok Khmer)	DoC/CSO Beneficiaries of Ponlok Khmer and FLD	DAFF EDI Ponlok Khmer	AAC CORD FLD DIME
Mondulkiri <i>Handicrafts</i>	(NOMAD/DoCFA)	DoC/CSO Beneficiaries of MVI and VFC	DAFF EDI MVI	AAC (NOMAD) VFC DIME
Ratanakiri <i>Handicrafts</i> <i>Jars & Pottery</i>	DoCFA (CEDAC)	DoC/CSO Beneficiaries of CEDAC and CANDO	DAFF CEDAC/CCC EDI	AAC CEDAC DIME
National Level	MoCFA Cambodian Living Arts	MoC Tourism Specialists (Legal Specialists) (Trade development Specialists) (Capacity building institutions)	MAFF CORD	MIME AAC CORD Gender specialist

Red are NGOs; Blue are Government Agencies; see acronyms explanation at the beginning of this report; (Brackets) mean no contract has been signed yet

The partnership chart above shows the intricate and complex web of government and NGO partnerships for each of the four pilot provinces where the JP operates. Each of these partnerships involved investment of time to nurture, to write TORs and to contract in the case of NGOs – an impressive array of partnerships developed in only 18 months.

2.2. Activities implemented by the Joint Programme

As of the writing of this report, the following is the JP activity to date according to the JP document outputs and numbering system.

Output 1.1 enhanced national cultural policy capacity:

- PMC constituted and convened: three meetings in August and November 2009 and in March 2010, involving representatives of 4, then 6 Ministries (2 guest Ministries: Tourism and Women Affairs).
- Documentation and training materials translated in Khmer: Basic Text of the 2003 Convention for the Safeguarding of Intangible Cultural Heritage; Guidelines for the Establishment of a Living Human Treasures System; “Recherches préliminaires sur les langues minoritaires du Cambodge” and the related training manual (cf. below) translated and printed in Khmer.
- Research publications: as part of the awareness raising efforts and promotion of cultural diversity in Cambodia, researchers have been contracted to produce inventories related to Indigenous cultures in Cambodia (Kuoy language – contract signed; Phnong artifacts; Phnong oral literature).
- National training conducted on the 2003 Convention for the Safeguarding of Intangible Cultural Heritage in September 2009: 33 civil servants, along with representatives of 8 Civil Society Organizations were trained by an international expert. Follow-up activities in the 4 CISP provinces are being developed with the Provincial Departments and in collaboration with Cambodia Living Arts (CLA), a partner NGO, for technical support.
- National training on Museum Techniques in December 2009: 26 civil servants were trained by an ICCROM expert (cf. below)
- Technical missions to the Royal Government’s future museum project site in Preah Vihear province: 8 officials from the National Authority for Preah Vihear (responsible for the project) were advised on the structural organization of the museum buildings. Advice was given by two experts, one from ICCROM and one from ICOMOS, leading institutions in sites and monuments expertise, on the possible future collections of the Museum including ethnographic components.

Output 1.2 mentorship programme established:

- Technical missions organized to identify potential Living Human Treasures (LHTs) in the provinces: a team of 6 civil servants from the Ministry of Culture and Fine Arts participated in 5 missions to explain the LHT system to provincial officials and to identify masters for potential future LHT nomination.
- National consultation on the draft sub-decree on the establishment of a Living Human Treasure System in Cambodia: 180 civil servants and civil society representatives and artists took part in the national consultation process (they are considered as indirect beneficiaries as they both learned from the process and brought their own expertise to it). An expert from Korea, founding country of the LHT system, was invited to participate in the national consultation. Recommendations from the national consultation were taken by the Ministry of Culture and Fine Arts which then made modification to the proposed legal text and transformed it into a draft-Royal Decree. The draft Royal Decree on the LHT system was approved by the Council of Jurists, and then sent to the Council of Ministers. The Royal Decree was officially approved 16 February 2010 and as a result, Cambodia now has officially established its own Living Human Treasures System.

Output 2.1 marketing networks and association of producers established:

- Groups and associations of producers were identified. Villages were selected and the Baseline Survey started. 263 producers (62% women) were identified in the ethnic minority areas of the 4 target provinces from September to November, 2009 and a Needs and Problems Analysis was carried out by partner organizations.

- Partnerships were established with partner organizations (cf. 2.2 below) for handicraft producer groups' formation and Business and Financial Education Training. Support was provided to AAC for the organization of the Trade Fair: "Buy Cambodian Products, Angkor Handicraft fair" in Siem Reap (January 2010) (cf. output 3.2 below).
- Training materials were developed and/or adapted with partners to be used by partners with producer groups. Business Skills for Handicraft Producers translated; financial literacy tools adapted to the indigenous context.
- Producer groups formed: 16 producer groups were formed in the 4 target provinces during November & December, 2009.
- Training on micro enterprise development was conducted: 255 producers received 5 days trainings (1275 person days of training) on Micro Enterprise Development in their communities from November to December, 2009.
- Study tours, exposure and awareness trip were planned: 3 exposure and awareness trips of producer group representatives were discussed and planned with producers, NGOs (MODE, COWS and PKH) to visit markets and the private sector in and out of the target provinces from February to March 2010.
- The selection of target population, the formation of groups, and capacity building of group members was executed with the participation and cooperation of local authorities and relevant stakeholders (PDoAFF, PDoIME, PDoC, PDoCFA and NGOs).

Output 2.2 improved business development strategy for CISP producer groups:

- Products based on available natural resources were identified. Handicraft, resin and jar/pottery have been selected as products to support livelihoods and natural resources of majority indigenous people in rural communities (cf. above).
- BDS providers or in their absence NGOs were selected: 9 NGOs (MODE, COWS, PKH, FLD, CCC, CEDAC, VCF and MVI) were selected as JP partners to support target producers. Collaboration was also finalized with a training organization to support AAC which itself brings technical support to partners in the field.
- Term of Reference developed and partnerships secured: 6 TORs (3 for handicraft, 2 for resin, and 1 for jar/pottery) were developed with partner NGOs in the 4 provinces to implement the following activities: design technical training materials; deliver training on business management, product development, group management and natural resource management; undertake market survey; establish market networks between producer groups and the private sector. Three terms of reference for production workshops were developed for service providers. Business Development Service contracts were concluded with 4 local NGOs and an additional 4 under preparation (sometimes, multiple partnerships are secured with the same service provider where FAO, ILO and UNESCO support different outputs of a common Terms of Reference). The capacity-building production workshops were designed and planned in consultation with local authorities, NGOs and producer groups. As of April 2010, most of the training activities have started.
- Business management training materials were designed in close collaboration with the selected national and field partners.
- The Baseline Survey was completed January 2010, after having been carried out in the 4 target provinces, with 120 households surveyed per province.

Output 3.1 implementation of trade legislation and regulations:

- Five potential cultural products/services were identified through Value Chain Analysis. Upon selection of Creative Industries products/services, initial steps towards identification of weaknesses related to implementation of trade legislation and export procedures were carried out in the last quarter of 2009.
- Series of consultative meetings between public sector (Provincial Departments of Commerce), private sector (targeted producers and sellers of cultural products/services), and civil society (local NGOs) from all 4 provinces were conducted in order to assess relevant issues and stakeholders at grass roots level. These consultations helped to further build relationships between public sector, private sector, and civil society for JP success.
- Contacts with a legal expert are being established with regards to a trade legislation consultancy.

Output 3.2 competitiveness strategies developed:

- In addition to identification of the products/services, market solutions and strategies to upgrade value chains were initiated for future CISP intervention.
- In support of enhancement of market understanding among producers and promotion of selected cultural products, 23 producers and local NGO staff from the targeted provinces were sent (with participation of 60% women) to the national event “One Province One Product Trade Fair” in Phnom Penh and to a Handicraft Trade Fair “Buy Cambodian Products” in Siem Reap; trade fair participation will be repeated as part of promotion of market access and understanding.

Output 3.3 infrastructure created:

- Identification of locations for the cultural centers: after several field trips and extensive consultations at the local and national level, it was decided to select Ratanakiri as the first location in partnership with the Ministry of Culture and Fine Arts and Monduliri as a second location in partnership with a local NGO (NOMAD). Technical support was provided to the Royal Government’s Museum in Preah Vihear. This major project not only focuses on archaeological artifacts but also on the natural and cultural diversity of the province with special attention to the heritage of the Kuoy Indigenous People. The new museum will therefore encourage Cambodia to display the very rich diversity of its cultural heritage.

2.3. Initial Conditions of the Intervention

Informative baseline studies have been conducted by CISP in all four target provinces. These baseline reports are of excellent quality and they give a full description of the initial situation prior to the JP intervention.

The indigenous people are the poorest of Cambodia’s poor. They suffer from multiple disadvantages including health, education, insecure and threatened land tenure, rampant development which often adversely affects them, e.g. forestry & mining concessions and hydro power dams and finally they live in remote and poorly accessed parts of the country.

The CISP baseline study in selected villages of Kampong Thom province, the least remote of the project’s four provinces, illustrates the vulnerability of the indigenous people. One fourth of the population is without education while only half have at least 3 years of primary education for an overall literacy rate below 50%. School-age children are not in school for most households. The health clinic is 4 kilometres from the villages and illness from colds, cough and malaria is common. Child labour exists in 36% of households. Gender indicators point to women’s disadvantage in terms of doing heavier work, taking on the education of their children and a high tolerance for domestic violence.

Most are engaged in subsistence crops and livestock and supplement their livelihood through fishing and non-timber forest products (NTFP) gathering. Some are engaged in NTFP handicrafts and resin extraction after the rice harvest. Handicraft production is small scale, independent and usually involves the women head of household attended by the spouse, children or neighbours. The products are functional such as rice baskets, carriage baskets, winnowing baskets for rice, chicken cages, fish traps and sieves. Product design is according to tradition. The market for these functional products is the community members themselves. Local traders buy the product and sell it to other communities, but usually not beyond the province. Barter of the product for rice also takes place. It is understood some women are reluctant to sell in the local market because they cannot distinguish the currency notes.

Most worrisome is the tendency of the young generation to migrate toward the national and global culture of clothing, entertainment and language. Unless there is something provided by their indigenous culture by way of livelihood, globalization is a force that is hard to resist for this young generation.

On the positive side, indigenous people are communal so there is a relatively high degree of social interaction on matters of community management and development. There is a relatively high participation in credit groups (40%) and more than half the households are accessing credit. The people value their past experience with technical assistance particularly in matters of improving production and marketing of products.

There are local NGO livelihood support services for food security, home gardening, vegetable seed, agriculture training, maintain rice bank, cow bank saving group or self-help groups and social services for health and water sanitation and local governance. The main enterprises with BDS support relative to livelihood activities are for handicraft and weaving. There are limited services for community-based enterprise development, including services for organizing artisan-groups, micro-credit, skills training and product design, linkages to market, information on price and market and trading assistance. Relevant organizations include the following: World Vision, COWS, MODE, GTZ Program and Oxfam.

2.4. Description of the Theory of Change of the Programme

Globalization reaches far and wide including the indigenous people of Cambodia. Logging and mining concessions in indigenous lands, tourism, major road infrastructure connecting the region, television, migration – all of this is eroding the way and culture of indigenous people. This change is inevitable and little can be done to deter it. The challenge then is how to carve out a niche for the indigenous people so that they have something to stand on to preserve their way and their culture and that is the purpose of the JP.

The theory of the JP is that it can help preserve indigenous culture through a combination of policy change at the top, technical assistance, research and analysis and training. But the larger forces for change described above are much more powerful than that of the JP. The JP is holding out a piece of driftwood to the indigenous people caught in a tsunami of global change. So the JP is high risk with no guarantee of success. But this does not mean the JP is unimportant or not worthwhile undertaking. Governments and particularly the UN that upholds the rights of indigenous people have a fundamental obligation to do what they can to help preserve indigenous cultures.

The JP also offers a unique chance to promote Cambodian IP culture, language and livelihood in a positive light. Cambodia is known for Angkor and the Khmer Rouge whereas its very rich cultural diversity has been virtually ignored. The programme can promote Cambodian culture from a larger and more diverse perspective, including at the national level where IPs have long lacked recognition and only make headlines when their land is taken from them for timbering or mining concessions.

3. Level of Analysis: Evaluation Criteria & Evaluation Questions

This evaluation enquired into the JP design, its overall relevance and degree of ownership, its efficiency and effectiveness and finally its sustainability. See Annex A Section 4 for the list of questions that this evaluation addressed. The questions were formulated by the MDGF Secretariat in New York and contextualized by the JP team in Cambodia. These questions were highly relevant and helpful to the consultant in the conduct of this evaluation. Indeed, answering these questions forms the substance of this report. Subsequent sections of this report deal with the evaluation's findings, lessons learned and recommendations.

4. MDGF Findings, remarks and lessons learnt

The following findings are relevant to the MDGF as a global programme.

4.1. Unforeseen Implications of the MDGF Concept

It was perhaps not possible at the outset to foresee some of the consequences of the MDGF concept. MDGF is a high profile initiative to work as One-UN. Agencies want to be part of the effort, regardless of whether their technical expertise is relevant or fits in a given initiative. It is not simple to exclude a UN agency if they want to be part of a project. On the contrary, the tendency is ‘the more UN agencies the better.’ While in theory the RC is in charge of MDGF formulation, in reality it is difficult to be authoritative with colleagues from other UN agencies. That being said, it is understood that this CISP is relatively simple with only four UN agencies and four counterpart ministries compared to some other MDGF projects as, for example the China cultural JP which involves eight UN agencies and nineteen government agencies and academic institutions.

MDGF, because it involves the entire UN, generates an expectation in participating countries of almost unlimited donor support, rather than a desire for a genuine partner. For example, in this JP with four participating UN agencies, government and NGO partners tend to see the JP in terms of four separate sources of funding rather than as a UN project. This view is reinforced by the separate contracts with each of the four UN agencies.

4.2. A Complex Joint Programme Mechanism

One of the MDGF objectives is to support the One-UN initiative. The intent is to have the UN family behave as a corporate entity in recipient countries. MDGF supports the One-UN reform by encouraging UN agencies to work together in its joint programmes. CISP has made impressive gains in joint programming by systematizing Programme Management Committee (PMC) meetings (invitations, logistics, secretariat, common presentations by the JP Team and standard report templates) and has secured regular participation by the Government counterparts (high profile representatives from the four partner Ministries have attended all PMC meetings).

The JP team comprising the four UN agencies sits together in one bullpen office in the Ministry of Culture. Sitting together goes a long way toward bringing people to work together. The JP team has developed a single monitoring & evaluation framework rather than having one for each UN agency. The Joint Programme team set up many simple day-to-day operations in a multi-Agency environment where rules are never the same: joint TORs, joint missions, joint communications strategy, the shared use of a JP vehicle; the procurement for the Joint Office (phone, internet etc.) and related maintenance arrangements; the development of standard formats for meeting minutes, mission reports; the adoption of a common logo; coordination at the field level through Field Coordinators... All these daily arrangements are now second nature to the JP Team.

But considerable challenges remain in the joint programming mechanism starting with its management and decision making. There is no line of authority in this project. The PMC is a deliberative body that ‘validates’ JP activity. The head of the team is a coordinator only and therefore has no line-management authority. All he can do is exercise his considerable diplomatic skills in bringing the parties to agreement and action. Authority in this JP rests with each participating UN agency that must approve all initiatives under its jurisdiction. Individual UN agency procurement and financial policies and procedures can be a barrier for swift implementation of activities, especially with joint UN activities the agencies’ procedures and requirements are different. Contracts and management decision making mandate remains

indeed limited at the JP Team level. Individual UN agency finance/admin rules are extremely rigid and unforgiving. Different DSA rates are applied across agencies, different contractual modalities exist with respect to staff (one UN agency's JP staff is in fact a consultant subject to contract renewal every 3 months, a main reason why his predecessor left creating a large staffing gap).

NGOs working for more than one UN agency must have separate terms of reference, separate agency-specific contracts and separate reporting arrangements for each UN agency. MODE an NGO under contract in Kampong Thom province has separate contracts for ILO, FAO and UNESCO. To burden a small organization with limited capacity with three separate contracts and reporting arrangements is confusing to the NGO. They cannot understand why one UN programme – the MDGF – requires separate contracts and reporting requirements. But far more serious is the fact that it burdens both NGOs and the JP team with administration and reporting rather than performing the work required.

A final comment on the JP complexity relates to the release of funds from the MDGF to the JP. Late 2009 the JP ran out of funds because UNDP had not reached the required 70% disbursement and the second year funding was blocked. This meant that activity of the other three UN agencies was blocked as well. For example, one NGO had to delay formation of two additional handicrafts groups because the funding was delayed from the JP. A considerable part of the explanation for this JP being behind schedule can be attributed to the overly complicated funding mechanism of the joint programme. On a positive note it is understood the JP is now over this problem and that expenditure in 2010 will reach the required 70%.

4.3. An overly ambitious project?

This JP was formulated by two contracted consultants familiar with Cambodia and/or cultural industries under the guidance of the JP team. The consultants focused on the substance of the JP without due attention to the novelty of a One-UN JP and its funding, financial and operating complexity. The result is an overly ambitious JP given the time and effort required to comply with the financial regulations of the MDGF and each of the four UN agencies. It is the responsibility of the MDGF Secretariat to ensure that JP proposals are feasible since the MDGF is the funder. When approving JP concept notes, the Secretariat should be mindful of the One-UN challenge in deciding whether a given JP proposal is feasible.

Beyond the One-UN challenge, this JP is very complex with four UN organizations and four ministries of the government working with nine NGOs in four remote indigenous population provinces with a time frame of only thirty-six months. Coordinating the efforts of the four involved UN organizations in itself is a major challenge given their tradition of operating autonomously and their different operating policies and traditions. The Joint Programme has a large number of technical counterparts within the line Ministries, both at the central and field level due to the very diverse and complex nature of its outputs. The JP Team view the large number of partners in participating ministries as a positive (as illustrated, for instance, by the adoption of the royal decree on the Living Human Treasures System by the Royal Government of Cambodia). Apart from these technical counterparts, the Joint Programme has only one Focal Point per line Ministry, who is in charge of day-to-day relationships.

JPs can make adjustments at the margins once underway but they cannot change their scope, partnerships or duration, thus the importance of getting things right in the JP design phase.

Part of the challenge for the MDGF is its competitive bidding for MDGF projects. Competition leads to proponents promising great achievement in order to win the bid. In principle, MDGF provides for an inception workshop to re-visit the JP document but it is

understood that this JP only had a protocol PMC meeting, which simply endorsed the JP document without discussion. In addition, JP team members were told that the JP document was finalized and that it was not possible to adjust it because this would cause delays in reaching agreement. In retrospect, the JP would have been better to have been more focused and modest in its scope and scale so as to fit something practical into its available thirty-six months. The danger of overly ambitious development interventions is that they risk losing the confidence not only of the target group, in this case the indigenous people, but also the executing agencies of the government and the UN. It would be regrettable if this were to be the outcome.

4.4. Sustainability

The sustainability of this JP is at risk. The combination of a complex joint programme mechanism, an overly ambitious project, a remote and fragile target group in the indigenous people and a brief thirty-six month time frame poses significant risk to sustainability. Indeed, the JP time frame is really only twenty-four months because the first year was spent setting up the office, writing TORS, contracting NGOs and establishing the administrative procedures.

Nonetheless, there are promising developments on the ground and the JP can be sustainable provided this report's recommendations are implemented and provided there can be a second phase.

4.5. Mission Overload

The number of JP field missions multiplies with each additional participating UN and government agency, e.g. the MDGF Secretariat visit, Heads of participating UN agencies in Phnom Penh and from their regional headquarters, the Spanish Ambassador, consultants to the project, JP working visits to the field, etc. The risk is that the JP team could spend inordinate amounts of time planning and executing field missions including the one required for this evaluation. Sometimes the JP is informed at the last minute that the mission will not take place and all the planning effort wasted and local producer groups are let down. But the potential misuse of JP management time and effort is only one result.

Missions with their motorcade of land cruisers where JP have spent the better part of a day travelling and assembling for the visit are highly intrusive and often have the net effect of artificially raising expectations. It must be recognized that field missions are both disturbing for the communities and time consuming for the JP team. Field missions can have an adverse effect on JP implementation and results. While joint missions with a view to cutting down on the total number of missions are a good idea in principle, in practice they are rarely feasible due to time constraints and demands of high-level people. Field missions need to be controlled with a view to keeping them to a minimum.

5. CISP Findings, remarks and lessons learnt

The following findings are relevant to the CISP JP.

5.1. JP coverage

This JP is focused on the indigenous people whose population is estimated at 190,000 or about 1.4% of the Cambodian population. In numeric terms then, the JP impact is limited even if it were to improve the lives of the entire indigenous population. Nonetheless, these people are the poorest of Cambodia's poor and if the government and the UN do not support them no one else will. What may be worthwhile exploring after the JP is the application of this project's technique to Khmer rural people since in many respects, they face the same challenges of isolation and diminution as do indigenous people. This would achieve a far greater coverage than the current project.

5.2. Commercialization

A key JP component is labelled commercialization meaning the selling of IP products. The original JP document called for a high level policy intervention to change trade policy and regulations to make it easier for local producer groups to export their product. The grass roots producer groups formed by this JP require much more basic support to market their handicraft products. UNDP, which is the agency responsible for commercialization, in the course of this evaluation is reformulating its commercialization component. Marketing the producer groups' product is key to the success of this project. Products that cannot be sold will sour producer groups not only to this JP but to any future proposals for assistance. *Grass roots marketing assistance to producer groups formed by this JP must be mounted quickly and effectively if CISP is to succeed.*

5.3. Communication Strategy

Communicating something as new and complex as the MDGF and CISP is a genuine challenge. MDGF branding is in place in CISP with its distinct logo on all reports and business cards. This identity serves its purpose at a high level for 'knowledgeable audiences' such as UN family and government ministries – in short, for identity upwards and outwards.



For CISP communications, something more detailed and operational is required and this is precisely what the current UNDP-contracted communications consultant Mai Turner's report addresses. To date, CISP has not collected the success stories and lessons learned in its many activities, particularly its producer groups. It will be important to do so going forward for this is the core of the CISP communications package.

5.4. NGO Involvement

The JP concept is to build upon existing projects, to bring support to strengthen local NGOs and expand their outreach as well as to strengthen their own structures. This JP has contracted nine NGOs both in the provinces and in Phnom Penh to execute the project. NGO involvement enhances significantly the sustainability of the intervention since these organizations are permanently on the ground and can sustain the JP effort to some degree beyond the thirty-six months of the project. Discussions with NGOs bore out that they value the new kinds of training in handicraft design, technique and commercialization and that this becomes a permanent fixture of their organization. NGOs are the key to sustainability as they

have extensive experience with IPs, will be around long after the JP is finished, are in fact the only Business Development Service (BDS) providers, and have a permanent presence in the field often employing a majority of IP staff.

On the other hand, the NGOs may be asking themselves what added value this JP brings so it is important to be clear about its added value and that it instil this value into the NGO community by the project's conclusion. In this way the JP will have strengthened the capacity of the NGOs. Specifically, this JP is strengthening the technical skills of the NGOs with its training and is expanding their outreach with the creation of new producer groups. These JP contributions need to be documented, reinforced and made part of the permanent operation of contracted NGOs.

There are many well established NGOs in the field with whom to coordinate to avoid duplication and hopefully create synergy. It is understood there were full discussions that included the Government of Spain of existing and related NGO programmes during the JP design. Nonetheless, there are recently established Spanish NGOs in the JP area and Spain is naturally concerned that it not pay for the same activity twice, i.e. the Spanish NGO and the JP. All of the above makes it both sensitive and complex for the JP to operate in the four provinces.

5.5. Women

One of the overarching goals of this JP is linked to the MDG 3 to empower women. The objective is to have at least 60% women in its various activities. Statistics show that this objective to date has been met or exceeded in terms of formation of producer groups and trainings.

High participation of women was corroborated by the consultant's experience. In Kampong Thom and Preah Vihear where producer groups met were either majority women or all women. One of the NGOs contracted in Kampong Thom called Cambodian Organization for Women Support (COWS) is, as the name indicates, solely dedicated to empowering women. Almost half its staff are women. The only area where women's participation could not meet the target was in the project's cultural awareness training for participating ministries because there are few women in the senior ranks.

The JP is currently finalizing gender tracking into its monitoring and evaluation system which will allow it to track activity by gender.

5.6. Indigenous Youth

The key to preserving indigenous culture lies with the next generation. If nothing is done the odds are that they will be assimilated into the national culture. The JP is in a unique position to design an apprentice programme for its various handicrafts and performing arts so that indigenous youth have a programme and eventual employment to look forward to in their own localities without having to migrate to urban centers. The logical masters for this apprenticeship programme are the JP's Living Human Treasures component linked to the ILO Youth Enterprise Development methodology. The JP needs to make it more explicit how it will work with youth in its existing producer groups, e.g. maximizing the Mondulhiri resource center, leveraging its LHT work to focus it on youth, etc.

5.7. The Cultural Component

UNESCO is responsible for the cultural side of this JP and they have made impressive gains to date with government approval of the Living Human Treasures decree being the cornerstone of their achievement. Other important achievements include training on the 2003

Convention or Safeguarding of Intangible Cultural Heritage, research into indigenous cultures in Cambodia and support in the design and displays of the new Preah Vihear Museum and concepts for the project's cultural centers in Ratana Kiri and Mondul Kiri. Cultural Centers are in the process of being built (Ratanakiri) or kick started (Mondulkiri). They will display and promote local Indigenous culture in a way entirely new to Cambodia, beyond the usual focus limited to Angkor Wat. Awareness about IPs, their culture and their products will therefore be raised in a country where they have often been either ignored or worse, derided.

5.8. Ownership

Ownership among JP stakeholders, as one would expect, is mixed. The four UN agencies are committed to this project. Of course the key party to ownership in this JP is the Government of Cambodia. The ministries of Agriculture and Industry, interviewed by the consultant are committed to the JP but it was not possible to interview the other two ministries. The Ministry of Agriculture houses the JP Provincial Coordinators in its offices. The new Preah Vihear museum has involved UNESCO in the planning and design process. These are solid indications of government ownership in the JP.

At the same time it must be said that government ministries are inundated with approximately nine hundred missions a year. The donor community must accept that there are limits to how much ownership the government can take in all this activity when it must run its own national programmes as the top priority. Finally, IP constitute only 2 percent of the Cambodian population. It would be unrealistic to expect that the government would be in a position to devote an undue amount of time and attention to IP when it is facing so many challenges with its majority Khmer population.

At the grass roots level, the contracted NGOs, the museum in Preah Vihear and the producer groups are all very much committed to the undertaking and this is where ownership is most important.

5.9. Micro-Credit Component

The JP design called for a micro-credit component. In thirty-six months, this was unrealistic. Micro-credit requires a much longer time horizon and continuity to be credible. To try and force-fit a micro credit component into such a short period of time could end up harming rather than helping IP. As well, micro-credit is available in the localities from other donors or local organizations so it is not clear there is a need for this component in CISP. The JP is currently carrying out a micro-credit needs assessment of its producer groups to help decide the way ahead for the duration of the project.

6. Recommendations for the MDGF Secretariat in NY

The following recommendations have to do with the MDGF as a programme and are therefore directed to the MDGF Secretariat in New York. There is nothing the CISP JP can do about these issues because they form part of the MDGF design, structure and process.

6.1. Strengthening JP Sustainability

Some JPs may have too short a time frame thus threatening sustainability. MDGF may wish to develop a policy to allow extension of the time-frame without increasing the budget to enhance prospects for sustainability where warranted. MDGF may also wish to develop guidelines for JPs to design a second phase and to mobilize funding. This activity should be part of the JP effort in the second half wherever a phase-two is required.

6.2. Improving the Joint Programme Mechanism

The Joint Programme mechanism is new and therefore naturally experiencing some difficulties. The following recommendations will help improve the mechanism

6.2.1. Articulating the One-UN challenge in all JPs

This consultant's evaluations indicate that insufficient attention and analysis has been dedicated both in JP design and implementation to the One-UN challenge. JP proposals should articulate the One-UN challenges and how the JP will overcome them. JP prodocs should all have One-UN as one of their outputs with activities and indicators illustrating how the JP will meet the One-UN challenge.

6.2.2. More time/resources for JP design

Under the MDGF deadlines, there was not the time or resources for JP design consultants to make field trips and verify JP assumptions on site. Thus the JP document did not have the benefit of a reality check. It is understood MDGF has extended the time permitted for JP design since the CISP formulation. Time and money spent up front reduces risk. There needs to be an additional step in the process whereby the first task of the JP team once assembled is to re-visit the JP design and make adjustments to take into account the reality on the ground that the consultants who wrote the JP document had neither the time nor the resources to do. The JP team would then put forward their recommendations for adjusting the JP to the PMC for approval. The argument put forward by some that this will delay implementation is short-sighted. Time spent at the front end means time gained down the road in implementation so that in fact it there may well be a net gain in implementation time with this re-visit of the JP document. Another important dimension of this step is that it nourishes a buy-in to the JP on the part of the JP team.

6.2.3. Re-visit MDGF Winning Proposals before start-up

Much of the risk in this JP could have been eliminated if the JP document was given a close examination by the four UN agencies involved in order to bring it into the reality of Cambodia. Senior UN officials would have known that this JP was too ambitious for the time frame and could have scaled it back to what is doable in thirty-six months. The MDGF Secretariat should require this step as formal policy before any MDGF JP is officially launched. Consultants who write the JP document are not the same people tasked with implementing the project. Thus the importance of giving the JP team a buy-in by allowing them to adjust it at start-up to some degree.

6.2.4. One-UN Fund not separate UN agency funds

The logical solution to the complex finance and accounting arrangements whereby each participating UN agency holds its own money is to make the lead agency, in this case UNESCO or the JP team, the custodian of the MDGF. In this way all of the current complexity would be eliminated and the JP team can focus on implementation rather than complying with the complex reporting requirements of each participating UN agency. After all, UN agencies are quite capable of placing different donor monies into one pot inside their own agencies. They should be able to agree on this same principle for the MDGF.

6.2.5. Simplify reporting

Reporting requirements are onerous to the point of interfering with implementation. It is understood that FAO originally had to send more than twenty reports a year for CISP reporting but FAO has now fallen in line with the JP reporting system and this has simplified reporting. One-UN should mean one reporting system and not a separate system for each UN agency. Participating UN agencies should agree with the government on a single reporting system so that JP administrators can focus on implementation as opposed to burying themselves in the various reporting requirements. The irony of the current reporting requirements is that they do not give a clear financial picture since there are differences in budget lines and formats among the UN agencies and much guesswork as to what monies should be allocated to which budget line. A single reporting system would be more accurate and more informative.

6.2.6. Clarify decision making

The high-level Programme Management Committee (PMC) affirms overall direction of the JP as proposed by the JP team at its periodic meetings. The JP team led by the international JP Coordinator has no decision making authority. His title 'Coordinator' implies no authority to take decisions. All he has is his considerable diplomatic prowess to bring the parties around the table to agreement. CISP decisions are ultimately taken in internal meetings inside each UN agency by default. The result is that decisions often linger for months before the JP can move ahead.

PMC meetings should endorse the plan for the next quarter or next six months put forward by the JP team. Once approved, the JP Coordinator and his team should have full authority to proceed for the period of the work plan without having to secure individual UN agency approval. Unforeseen circumstances should be addressed by the Coordinator in discussion with his work team colleagues or, in exceptional circumstances, by a meeting with the Chair of the PMC who would have authority to decide between PMC meetings.

6.2.7. Cut down on Field Missions

A policy on field missions in JPs should be formulated with a view to keeping their number to a minimum. Programme Coordinators should have authority to schedule and place a limit on the number of missions. Where possible, joint missions should be organized recognizing that their prospects are limited. Once the target number of missions both internal JP team missions and external missions have been spoken for, no more should be allowed. As well, mission leaders should follow the JP team's advice regarding the organization of missions on such matters as the choice of location, the dates and the number of participants/cars. For outsiders to the JP a brief orientation provided by a local NGO would be useful in preventing dysfunctional behaviour in village visits.

6.2.8. Let the Managers Manage

Competent people are carefully recruited to manage JPs Let them manage. Currently, all JP decisions are taken inside each participating UN agency and often by the agency's finance officer who decides what can be financed and what cannot. If one UN agency does not decide then all participating UN agencies may be blocked. The effect is that those actually making JP decisions are not substantively involved in the project. It is a case of the animals running the zoo. Let the JP managers manage the project!

7. Recommendations for the Cambodian CISP

The recommendations below are for the Cambodian CISP for its second half of implementation.

7.1. Strengthening CISP's Sustainability

MDGF policy currently calls for the JP to terminate at the three year point. In the consultant's opinion results will not be sustainable. The scope and nature of change contemplated in this programme is such that it will take a generation or more to achieve. Therefore, stakeholders need to focus on sustainability going forward. Fortunately, much of the JP effort is undertaken by local NGOs in the field and in Phnom Penh under contract. These institutions will carry on after the project. Everything possible should be done to make the project's research, operational procedures, tools and techniques such as training manuals part of the permanent operations of the contracted NGOs. In this way, sustainability is enhanced. The CISP communications strategy and the monitoring & evaluation system being finalized at this time by consultants should be used to enhance prospects for sustainability.

As well, JP stakeholders should prepare a proposal for a second phase to be funded in part by the participating UN agencies and through funds mobilization, from selected bilateral donors. A follow-on programme would not require as much funding as this JP because much of the research and technique will be in place. What is required is a small initiative to maintain the momentum of the current JP in working with the contracted NGOs.

7.2. Adjust commercialization component of project

Commercialization of producer groups' product is critical to CISP success. In the JP, UNDP is responsible for commercialization of indigenous people's products. In the consultant's opinion, the level and orientation of UNDP's commercialization contribution spelled out in the JP document is not appropriate to the circumstance of the indigenous people. To talk of international markets and export when indigenous women are afraid to go to the local market is overreach. In the consultant's opinion, a much more focused UNDP effort going forward will bring better results. UNDP needs to focus its commercialization assistance on the products being produced by the groups formed by the project. UNDP needs to contract individual consultants and/or local business development NGOs operating in the localities and perhaps some based in Phnom Penh. These individuals and organizations can assist local producer groups with the marketing and sale of their products whether handicrafts, resin, jars & pottery or tourism. It is understood UNDP had revised its approach prior to the mid-term review mission and moved in the direction of this recommendation.

7.3. Adjust Micro-Credit component of project

The JP should not attempt to mount its own micro-credit programme because micro-credit is available in the localities. If there is a demonstrated need for micro-credit in some of the producer groups the JP should contract a local micro-credit agency or simply make the linkage for the local agency to provide credit. This would allow the JP to respond to the need and to test out and learn from the experience without mounting its own micro-credit component.

7.4. Adjust cultural product certification

Output 3.4 Official certification introduced to promote cultural products/services. This output is a good idea in principle but is beyond the capability of the projects' producer groups in their current state. The seal of excellence may only serve to discourage and defeat the

project's producer groups by their being rejected for the seal of excellence. This output should either be eliminated or adjusted so that IP products have their own standard appropriate for the level/quality of their products. This output would be more appropriate for a second phase of the JP should there be one.

7.5. Strengthen Training

Training of indigenous people in product design and technique and in commercialization is key to the success and sustainability of this project. More attention to the training will have a large payoff. There are challenges to training of indigenous people. Often they only speak their own language and are illiterate. Most of the target group are indigenous women who can be shy and uncomfortable with a male trainer. Classroom training alone is insufficient to the task. Finally, training must be carefully monitored and evaluated for its impact and adjusted accordingly and this takes extra effort and skill on the part of the trainers.

The Joint Programme is in a unique position to mount a training-of-trainers initiative in the second half of the JP involving all the NGOs. Training should be more of a mentoring system whereby classroom training is complemented with a mentoring programme where the trainer gives the trainee exercises to do and the trainee is in contact with the trainer as a coach. The JP should serve as a forum for the NGO trainers whereby they can share experience and learn from each other. Finally, much effort must be put into the monitoring and evaluation of training. Each training session must be evaluated to determine whether trainees understood and found it useful and adjustments made for the next training session.

Implementation of this recommendation will involve the contracting of a training organization to design and implement the intervention. Management of this intervention could be the responsibility of FAO or ILO or it could be jointly managed.

7.6. CISP Communications Strategy & Monitoring & Evaluation System

At the direction of the JP, two consultants under contract to UNDP were finalizing their reports on a CISP communications strategy and a monitoring and evaluation system for the duration of the project. This work was commissioned prior to and independent of this evaluation and are good initiatives so long as they do not burden the CISP team with more report writing and administration. The communications strategy and M&E system should be kept as straightforward and simple as possible so as to support rather than hinder implementation and sustainability.

The communications strategy should:

- Focus inside CISP on its management and stakeholders and externally on media, civil society groups and potential future CISP donors;
- Clarify JP message and achievements and share with stakeholders so that JP gains more traction and cross fertilization
- Link up with the national conference for the JP proposed below in this report.

The 'meat' on this communications strategy will be the successes of producer groups and individuals going forward. It will be important therefore for CISP to make rapid progress in the second half and to document the success stories and lessons learned so that they can be shared inside and outside the project. The JP should deploy its contracted NGOs to document success stories and feed them to the Communications Officer currently being contracted by CISP.

The M&E system should:

- Collect stories and lessons from producer groups and other JP stakeholders such as the museums and cultural centers that can be used by the communications effort and the proposed national conference;
- Use field visits by JP management to collect and document implementation and success stories;
- Submit a brief M&E report to the PMC meetings summarizing progress and highlighting implementation problems.

It is understood there is no budget for the communications strategy implementation. If so then funds will have to be re-allocated from other parts of the JP.

7.7. Tourism

Tourism is set to take off in Cambodia's north with all the road infrastructure linking up with Laos and Vietnam currently under construction. Middle class Cambodians and tourists from neighbouring countries will be coming to this unexplored region with the Preah Vihear Temple serving as the anchor. Wealthy Western and East Asian tourists will soon be making the circuit from Siem Reap to Preah Vihear in a couple hours once the road is completed.

The critical question is what will happen to the IP? Siem Reap is still Cambodia's second poorest province after a decade of booming tourism. How to avoid this outcome in the northern provinces? The JP is in a unique position perhaps to examine and report on this strategic issue assuming that the Ministry of Tourism is not already doing so. A coming tourism tsunami is a double-edged sword for the IP. On the one hand it may well bypass them entirely as tourism has done in Siem Reap. Even worse, it could have the effect of rendering their culture even more vulnerable. On the other hand, if IP can somehow tap into future tourism revenues it could have a powerful impact on their livelihood and preservation of their culture.

The JP approved tourism support in Kampong Thom, one of the four provinces in which the JP operates. Currently UNDP is engaged in hiring a consultant to carry out a scoping study for this tourism support. While an explanation of the current scope of the study was provided to the consultant at the debriefing, it would be preferable if the terms of reference for this study could be broadened to take a look at tourism development in all four provinces with particular reference to how it will impact IP and what can be done to ensure they benefit in some way. The terms of reference should involve an examination of Siem Reap to determine how the local people have been bypassed by tourism and what needs to be done to avoid this unfortunate outcome in the JP's four northern provinces.

7.8. Indigenous Youth Apprentice Programme

Indigenous youth are the key to the future of indigenous culture. The challenge is that many leave their indigenous locality for the urban areas in search of adventure and jobs. This is a well known global phenomenon. Youth will only stay in their locality if there is some prospect of livelihood in the market economy. The JP should link its LHT component to youth so that they are attached to trainers/mentors/living human treasures to establish career prospects for the youth in their village in handicraft production or the performing arts.

7.9. A National Conference

CISP will have important achievements and lessons learned in the new fields of IP and cultural preservation and livelihood enhancement. These achievements should be shared more broadly in Cambodia. One way of doing so is to hold a national conference at the project's conclusion to showcase achievements, techniques and lessons learned. A national conference

will enhance the identity and self-esteem of the IP. It will also gain traction for more attention and resources to be devoted to IP. The conference might be held in the northern provinces perhaps at the new Preah Vihear museum that the JP has supported.

The CISP communications strategy and M&E system being developed by consultants at this time should be designed to feed into this national conference. Success stories on an individual IP basis and lessons learned need to be documented over the next 18 months so that they can be showcased in the conference.

8. Next Steps

CISP only has a year and a half left. Recommendations in this report are critical to saving the project. Quick decisions and action are required. The JP Coordinator should prepare a briefing and proposal to the PMC on the recommendations in this report. The PMC should meet within a month of receipt of this report and should decide on each recommendation there being three options for each recommendation, i.e. accept as is; accept with modification; reject.

Recommendations for consideration by the MDGF Secretariat in New York will presumably be considered along with others coming from the other mid-term evaluations.

ANNEX A. Terms of Reference for this Assignment

In December 2006, UNDP and the Government of Spain signed a major agreement of €528 million that will provide, through the UN development system, support to programmes oriented towards key MDG and related development goals. In addition, Spain committed \$90 million directed to launch a new window on Children and Nutrition. The Millennium Development Achievement Fund (MDG-F) seeks to accelerate progress towards attainment of the MDGs in participating countries by supporting policies that promise high impact, scaling-up of successful models, and innovative development practices.

The Fund operates through the UN Country Teams and actively strives to strengthen inter-agency coherence and effectiveness with regards to development interventions. The MDG-F uses joint programming as the main form of development intervention in the field. Currently, there are 128 joint programmes in 50 countries on 8 different thematic windows that contribute to progress on the attainment of the MDGs.

Description of the Window

Description of beneficiaries targeted by the window

The MDGF initiative to be evaluated is the Creative Industries Support Programme (CISP) also referred to as the Joint Programme (JP) because it involves four ministries of the Government of Cambodia, viz. Culture & Fine Arts (lead Ministry); Commerce; Industry, Mines & Energy; Agriculture, Forestry & Fisheries and four UN organizations, viz. FAO, ILO, UNDP and UNESCO. CISP was approved in April 2008 in the amount of \$3.3 million for three years so it is now at the half-way point in its schedule.

The intention of the programme is to valorize Cambodia's intangible heritage targeting the value chain including policies, preservation, support to production, quality improvement, entrepreneurship and marketing and access to markets in order to support creative industries and thus contribute to economic and social development. The Creative Industries Support Program is therefore an attempt to link culture and development by capitalizing on the commercial promotion of cultural products and services so as to increase capacity, employment opportunities and revenues amongst local communities with a special focus on women and Indigenous People.

2. EVALUATION PURPOSE

As one of the Secretariat functions the MDG-F has developed a Monitoring and Evaluation strategy for the Fund: the MDG-F Programme Implementation Guidelines and the Monitoring and Evaluation Strategy "Learning to Improve". Both documents prescribe mid-term evaluations for all joint programmes lasting more than 2 years.

Mid-term evaluations are formative by nature and seek to improve the implementation process of joint programmes in their second phase. They also generate knowledge, identify good practice and lessons learned that can be transferred to other programmes and contribute to higher level of information in the M&E system. Therefore, findings and recommendations from these evaluations are specifically directed to the Programme Management Committee, the National Steering Committee and the MDG-F Secretariat.

3. EVALUATION SCOPE AND SPECIFIC OBJECTIVES

The usual rapid mid-term evaluation will consist of a systematic and swift analysis of the merit of a joint program based on the scope and criteria enclosed in this TOR through a

reliable evidence-based yet abbreviated and light process. This will enable to obtain conclusions and recommendations in a period of approximately 3 months.

The unit of analysis of this mid-term evaluation is **the joint programme** defined as the group of its various components, outcomes, outputs and activities as reflected in the joint programme document as well as subsequent modification and alterations occurred during its implementation.

This mid-term evaluation has the following specific objectives:

1. To know about the quality of the design and the internal coherence of the joint programme (the needs it seeks to fulfil and the problems that intends to solve), the external coherence to the UNDAF and National development Strategies and up to what extent national ownership is present in the implementation of joint programmes according to the terms defined by the Paris Declaration and Accra Action Agenda.
2. To know about the implementation of the joint programme, the efficiency of the management system with regards to planning, coordination, and use of the designated resources for its implementation. The evaluator should start by analyzing the processes and institutional mechanisms that allow identifying success factors and limitations of inter-agency work within the frame of One UN.
3. To know about the degree of effectiveness of the programme in terms of; beneficiaries, contribution to the thematic window as well as to the Millennium Development Objectives at local level and/or in the country.
4. Preliminary assessment of the sustainability context including the JP outcomes as well as barriers and counter-measures in order to ensure sustainability

4. EVALUATION QUESTIONS, EVALUATION CRITERIA AND LEVELS OF INFORMATION

The following questions will be pursued for project design, implementation and sustainability:

Project Design

Project design will be addressed under the headings of 'Relevance' and 'Ownership.' The JP is very ambitious for what it intends to accomplish in only three years. It is understood to be behind schedule at this point. What can be done to speed up implementation or simplify the initiative? Issues to be examined here are:

Relevance: The extent to how coherent the objectives of the development intervention are with regards to the beneficiaries' problems, the needs of the country, the global priorities and the other partners and donors.

- a) Were problems and their causes (environmental and human) clearly defined?
- b) Is the identification of the problems, inequalities and gaps, with their respective causes, clear in the joint programme document?

- c) Does the Joint Programme take into account the particularities and specific interests of women, minorities and ethnic groups in the areas of intervention?
- d) To what extent has the intervention strategy been adapted to the areas of intervention in which it is being implemented? What actions does the programme envisage, to respond to obstacles that may arise from the political and socio-cultural background? What are the limitations which the project faces regarding adaptation of the existing project document?
- e) Are the follow-up indicators relevant and do they meet the quality needed to measure the outputs and outcomes of the joint programme?
- f) Is the joint programme the best answer to solve the most relevant environmental problems and socioeconomic needs of the targeted population? Does it cover and reach intended beneficiaries?
- g) Is the intervention strategy well adapted to the socio-cultural context where it's being implemented?
- h) To what extent has the MDG-F Secretariat contributed to a better formulation of programmes
- i) To what extent has the program taken advantage of existing initiatives and built upon them?
- j) To what extent was the project affected by previous UN programmes (legacy) un-related to the project?
- k) How has the project capitalized on other projects of the agencies involved?
- l) To what extent does the vision outlined in the document, for the preservation and promotion of creative industries, fit within the context to globalization and the vast changes the country is undergoing?
- m) Working at both the policy level at the center and at the grass roots level in the four selected provinces. Is this level of complexity achievable in three years?
- n) Relationship/duplication/synergy or the JP with work of other donors and Cambodian government programmes
- o) Have all the required types of expertise been identified to assist with implementation, e.g. handicraft design and marketing consultants to assist with implementation?

Ownership: The extent to which project stakeholders take a leadership and responsibility for and are committed to the JP.

- a) The substance of the project at grass roots level. Is a cultural intervention meaningful and sustainable for the minority peoples or would some other intervention bring better results and to what degree were the local minorities brought into the programme design?
- b) To what extent the objectives and intervention strategies of the joint programme are aligned to the National, Regional or local development strategies?
- c) To what extent has the opinion and interests of national, local authorities, citizens and other stakeholders been taken into account in designing the development intervention?
- d) Has the challenge of minority languages been adequately addressed in the communications and training of the JP?
- e) To what extent the targeted population and participants have taken ownership of the joint programme by playing a leadership role?
- f) To what extent national and counterpart resources (public and private) have been mobilized to contribute to the objective of generating results and impacts?
- g) What are the challenges with Intellectual Property, land ownership and community and civil society organization registrations law and regulations and the reality of their operation and enforcement on the ground, which is sometimes very different from the intent of the legislation?
- h) To what extent have the target population and participants made the programme their own, taking an active role in it? What modes of participation have taken place?
- i) To what extent have public/private national resources and/or counterparts been mobilized to contribute to the programme's objective and produce results and impacts? What are the limitations to their involvement?

- j) What are the expectations of the counterparts when participating in the Joint Programme and to which extent can these expectations be answered?
- k) How is the Joint Programme perceived by stakeholders, partners, beneficiaries?

Process

Efficiency: The extent to which resources/inputs (financial, human, etc) have been transformed in outputs

- a) To what extent does the management structure of the joint programme (organizational structure, information flows, decision making, etc) contribute to outputs and outcomes?
- b) To what extent are participating agencies and the national counterparts and the private sector coordinating (government and civil society)?
- c) Are there effective and efficient coordination mechanisms in place to avoid overlaps, confusion and work overloads of partners and participants?
- d) Are different implementation paces in the joint programmes a problem for delivering results?
- e) Are different working methodologies, financial instruments, etc shared among United Nations agencies and joint programmes? If not what are the limitations faced by the programme team?
- f) Are agency specific administrative and financial mechanisms adequate to support the project outcomes? If not, to what extent and how are each UN Agency adapting these mechanism to the specificity of the Joint Program and what margin do they have at the country level to do so?
- g) The involvement/coordination of the four UN agencies and the four ministries of the Cambodian Government; the requirements of the many individual reporting systems;
- h) The management structure for the project. Is this complex structure working effectively and what can be done to make it more effective/efficient?
- i) The detailed one-by-one contracting of individuals and organizations to help implement the JP which creates a lot of administration for project management. Can anything be done to simplify or streamline this, e.g. contracting of an executing agency to take on a cluster of related activity or components of the JP?
- j) The relation of resources/effort spent on inputs versus outputs in the JP. Can anything be done to put more resources directly toward the grass roots?
- k) Is the workload inside and outside the project evenly distributed and if not what can be done about it?
- l) Are on-going activities, existing planned training activities and missions as well as the intrusive nature of missions of all non-indigenous people to the target area taken into account in project implementation?

Results

Effectiveness: the extent to what planned objectives of the development intervention have been achieved

- a) Is the programme progressing towards the established outcomes?
 - a. To what extent and in what ways is the joint programme contributing to the Millennium Development Objectives at local and national level?
 - b. To what extent and in what ways is the joint programme contributing to the objectives set by the thematic window on gender equality and the empowerment of women?
 - c. To what extent is the Joint Programme contributing to cultural preservation and sustainable management of natural resources?
- b) Is the programme on track according to the calendars of delivery? What factors are contributing to progress or delay in the achievement of the products and results?
- c) Has the quality of selected products improved as expected?

- d) Are the value chains being targeted in a culturally sensitive manner, respecting local cultural limitations with respect to business development? Likewise, is sustainable management of natural resources being taken into consideration?
- e) Does the project adequately address the friction between the promotion of the development of new and improved cultural products to meet market demand and the preservation of existing IP traditions used to make these products?
- f) Does the project sufficiently safeguard IP culture, in an environment where it has been put under extreme pressure to change, recognizing the fact that IP culture (even in the creative industries) is essentially agricultural in nature, and should remain so?
- g) Does the programme have follow-up mechanisms to measure project progress in the achievement of the envisaged results?
- h) Is the project providing coverage of the participating population as planned in the joint programme document?
- i) What factors are contributing to progress or delay in the achievement of products and results?
- j) Does management have a formal way of dealing with/solving programme problems?
- k) Are outputs of the needed quality?
- l) Is the joint programme covering the number of beneficiaries planned?
- m) What are the elements that contribute to progress or delay in the implementation process and the attainment of results?
- n) To what extent has the programme contributed innovative solutions to solve problems?
- o) Have good practices or lessons learned been documented?
- p) To what extent has the joint programme contributed to provide visibility and prioritized public policy of the country?
- q) To what extent and what type of effects is the joint programme producing in men, women and other differential categories of beneficiaries? (Rural versus urban population, etc)
- r) What good practices or successful experiences or transferable examples have been identified?
- s) Are project outputs realistic within the time-frame set taking into account the Cambodian context (referring here to the legislation components, the BDS infrastructure components etc)?
- t) In what way has the joint programme contributed towards the issue of culture and development included on the public agenda? To what extent has it helped to build up and/or bolster communication and cooperation among, civil society organizations and decision-makers? Has an effective communications strategy been developed?
- u) What types of differentiated effects are resulting from the joint programme in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?

Sustainability: The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

- a) Are conditions and premises for sustainability of the joint programme taking place?
 - a. Is the programme supported by national and/or local institutions?
 - b. Are these institutions showing interest, technical capacity and leadership commitment to keep working with the programme and to repeat it?
 - c. Have operating capacities been created and/or reinforced in national partners?
 - d. Do the partners have sufficient financial capacity to keep up the benefits produced by the programme?
 - e. Is the duration of the programme sufficient to ensure a cycle that will project the sustainability of the interventions?
- a) To what extent are the visions and actions of the partners consistent or divergent with regard to the joint programme?
- b) In what ways can the governance of the joint programme be improved so that it has greater likelihood of achieving future sustainability?
- c) Does the structure and nature of the PMC appropriately address timely decision-making needs and guidance for the programme to appropriately react to needs from the field?

- d) Besides the PMC, are there any day-to-day decision making mechanisms? If not, does this pose a challenge to the Joint Programme implementation?
- e) What good practices and lessons learned would be useful for other joint programmes or other countries?
- f) To what extent and in what ways are the joint programmes contributing to progress in United Nations reform?
- g) How are Aid Effectiveness principles (ownership, alignment, management for development results and mutual responsibility) taken into account in the joint programme?
- h) How are the principles of aid effectiveness (ownership, alignment, management for development results and mutual responsibility) being applied in the joint programmes?
- i) To what extent is the joint programme helping to influence the country's public policy framework?
- j) To what extent has the programme gained knowledge from other MDG-F projects on an information exchange basis for best practices or lessons learned?
- k) What are the costs and benefits of the Joint Programme with regards to the One UN set objective?

5. METHODOLOGY

The Mid-term evaluations will use the appropriate methodologies to meet specific requirements on the information, the evaluation questions defined in TOR, the availability of resources and the priorities decided in the reference group of the evaluation. In any case, consultants are required to analyze all relevant sources of information such as annual reports, programme documents, internal reports and summaries, programme archives, national development documents and whatever documents that can outline evidence to assess the worth of the different dimension of analysis. It is expected that consultants will also use interviews as a form of relevant data collection for the evaluation.

The methodology of the evaluation will be described in detail in the inception report and the final report of the evaluation. At a minimum, this will include information in the instruments and tools used to collect information and analyze data (documents, interviews, field visits, questionnaires, participatory techniques, etc)

7. EVALUATION PRODUCTS

The consultant is responsible to deliver the following products to the MDG-F Secretariat:

Inception report (it will be delivered 7 days after the Secretariat hands in to the consultant all documents related to the programme)

The consultants will deliver the inception reports (with a minimum of 5 to maximum of 10 pages) based on desk reviews of documents and archive data. The report will include a calendar of activities and delivery of products. The inception report will propose an initial draft of the Theory of Change of the programmes as a benchmark for comparison during the evaluation and as common start point of agreement between the consultant and the managers of the evaluation.

Draft of the Final Report (it will be delivered 10 days after the consultant finalizes the field visit)

The consultant will deliver a draft of the final evaluation report with the same sections as the final report (below). This draft report will include a minimum of 20 to a maximum of 30 pages and an executive summary of 5 pages with the same sections of the final report. This

report will be shared with the reference group of the evaluation for questions, suggestions, and further contributions, etc.

Final Evaluation Report (it will be delivered 7 days after the consultant receives the draft report with suggestions and comments from the reference group and the MDG-F Secretariat)

The consultant will deliver a draft of the final evaluation report with the same sections as the final report (with a minimum of 20 to a maximum of 30 pages). This report will be shared with the reference group of the evaluation for communication and dissemination and advisory purposes. The report will comprise the following sections:

1. Cover
2. Introduction
 - a. Premises, Context, objectives and methodology
 - b. Objective of the evaluation
 - c. Methodology applied
 - d. Limitations and caveats of the evaluation
3. Description of the development intervention
 - a. Initial conditions of the intervention
 - b. Detailed description of the Theory of Change of the programme
4. Level of analysis: Evaluation Criteria and Evaluation Questions
5. Findings, remarks and lessons learnt (in a prioritized, structured and clear fashion)
6. Recommendations
7. Annexes

7. EVALUATION ACTORS: ROLES AND RESPONSABILITIES

The main actors in a mid-term evaluation process are the MDG-F Secretariat as commissioner and evaluation manager, the joint programme management team and the Programme Management Committee that will function as the reference group for the evaluation.

- The reference group of the evaluation will have the following functions:
- Facilitate the participation among the various stakeholders during the design phase of the evaluation
- Identify the information needs, the definition of objectives and the scope of the evaluation.
- Express an opinion on the evaluation planning documents (working plan, agenda of the field visit, communication plan, etc)
- Contribute by inputs for the drafting of the evaluation TOR
- Grant the evaluation team access to all relevant information and documents from the intervention as well as to key informants to interview; participate in a focus group or any other collection method of data and information.
- Review the quality of the evaluation process as well as the products to enrich, to contribute, as well as to ensure that their information needs on the development intervention are met.
- Disseminate evaluation findings and recommendations especially among the organization with the same interests.

As stated in its mandate The MDG-F Secretariat commissions and manages mid-term evaluation by promoting and financing its execution. As evaluation manager the Secretariat ensures a timely and high quality exercise by leading the design of TOR, coordinating and overseeing progress of the evaluation work plan and assessing the quality of the process and

products. The Secretariat is also responsible for communicating and disseminating findings and recommendation to evaluation stakeholders.

8. CALENDAR FOR THE MID-TERM EVALUATION

A. Design Phase (Duration: 10 days)

The portfolio managers of the Secretariat will send to the Evaluation focal point in the country (manager of the joint programme, coordination officer, etc) a template of a generic TOR for the specific window the joint programme is being financed. The reference group of the evaluation will adapt the TOR to their specific information needs and context of the programme and the country. All MDG-F joint programmes mid-term evaluations will share a set of the same questions in order to aggregate and contribute to show evidence for higher levels of information of the Fund.

The Secretariat and the reference group of the evaluation will start a dialogue to complete the dimensions of study and the evaluation questions that not addressed in the generic TOR; either are insufficient or irrelevant to the specific joint programme.

1. TOR is finished and the Secretariat hires a consultant selected from the MDG-F roster.
2. Each portfolio manager is in charge of managing the evaluation with 2 main functions:

Facilitate the work of the consultant by acting as a main communication channel among the evaluation stakeholders (reference group, stakeholders in the country, etc); review and ensure of the quality of the evaluation products (reports and documents)

B. Implementation phase (duration 53-55 days)

Inception report (Duration: 15 days)

1. Briefing with the consultant **(1 day)**. The Secretariat hand the consultant a check list of activities and documents to review. The evaluation process is explained and all questions sorted out.
2. The consultant reviews the documents as listed in the annex and the check list (financial documents, programme document, monitoring reports, etc)
3. The consultant delivers a brief inception report with preliminary conclusions, on the programme's theory of change based on the desk reviewed performed. This document will also include a detailed work plan (per activity) to carry out the evaluation. (7 days after the Secretariat hands in to the consultant all document related to the programme)
4. The portfolio manager of the Secretariat prepares an agenda for a field visit jointly with the evaluation focal point in the country (interviews, focus groups, document review, visit UN agencies) **(7 days after the Secretariat receives the inception report)**

Field Visit (Duration 5-7 days)

1. The consultant travels to the country to observe and contrast the preliminary conclusions stated in the inception report. The agenda establishes the visit in the country

and the Secretariat facilitates the consultant's visit through e-mails, telephonic calls and coordination arrangements and the evaluation focal point in the country.

2. The consultant will have a debriefing session with the main stakeholders with whom he has interacted.

Final report (Duration 31 days)

1. The consultant delivers a draft of the final report to the Secretariat that is shared with the reference group of the evaluation (10 days from the day the field visit finalizes).
2. The reference group of the evaluation could suggest changes in data or facts that do not reflect the reality or are incorrect based on evidence that can be contrasted. The evaluator fully exercises its independence; she/he will be the only responsible for the changes in the text of the report. The Secretariat is also entitled to suggest changes to the report in order to ensure quality and reliability of the evaluation exercise **(7 days from the delivery of the final report)**

The reference group of the evaluation can also express its opinion on the different evaluation judgments but these opinions cannot affect the independent judgement of the evaluator to express his/her evidence-based appreciations, findings and recommendations on the programme.

3. The portfolio managers assess the quality of the evaluation report by applying the criteria established in this TOR (included as annex)
4. Once the reference group of the evaluation finishes its contribution and suggestions to the report. The consultant decides which ones will integrate the report and discard the rest by explaining why. The portfolio manager reviews the final copy of the evaluation report that officially sends it to the evaluation reference group, relevant stakeholders and published online. **(7 days from the day the reference group sends their comments on the report)**

C. Management response and improvement plan: (7 days after the report is delivered to the reference group)

1. The portfolio manager of the Secretariat initiates a dialogue with the joint programme management to establish an improvement plan that incorporates the recommendations from the mid-term evaluation.
2. The portfolio manager also agrees to a simple dissemination and communication plan in order to spread findings and recommendations to different stakeholders.

ANNEX B. List of Stakeholders Interviewed in Phnom Penh

Date	Organization	Individual(s) Interviewed
Wednesday 24 March 10		
Morning		
8:30am-10:30 am	MDGF-CISP Joint Program team at their office in the Ministry of Culture	Mr. Blaise Kilian, MDGF-CISP Joint Programme Coordinator Mr. Pech Pisey, MDGF-CISP National Programme Coordinator Ms. Nou Kalyaney, MDGF-CISP National Project Coordinator Mr. Seng Thuy, MDGF-CISP National Project Coordinator Mr. Michiel Ter Ellen, MDGF-CISP Enterprise Development Specialist; Mr. Khleang Rim, MDG-F CISP National Programme Coordinator. Mr. Prom Chak, Administrative Project Assistant; Ms. Say Sokny, Administrative Assistant; Mrs Srey Sopanha, Project Assistant
11:00 am-12:00pm	MDGF-CISP Project (UNESCO)	Mr. Blaise Kilian, MDGF-CISP Programme Coordinator Mr. Pech Pisey, MDGF-CISP National Programme Coordinator Mr. Prom Chak, Project Administrative Assistant
Afternoon		
1:30 pm- 2:30 pm	MDGF-CISP Project (UNDP)	Ms. Nou Kalyaney, MDGF-CISP National Project Coordinator
3:00 pm- 4:00 pm	FAO	Mr. Seng Thuy, MDGF-CISP National Project Coordinator
4:00 pm- 5:00 pm	MDGF-CISP Project (ILO)	Mr. Michiel Ter Ellen, MDGF-CISP Enterprise Development Specialist Mr. Khleang Rim, MDGF-CISP National Business Development Officer

Thursday 25 March 10		
Morning		
8:30 am-09:15 am	United Nations Resident Coordinator Office	Meeting with Ms Elena Ganan, UN Coordinator Officer, UN Resident Coordinator's Office
9:15am – 9:30am	United Nations Resident Coordinator Office	Mr. Douglas Broderick, United Nations Resident Coordinator
09:45 am- 10:45am	AECID (Spanish Agency for International Cooperation & Development)	Mr. Josep Vargas, Country Representative, Spanish Agency for International Cooperation & Development (AECID)
11:00 am- 12:00	UNESCO	Mr. Philippe Delanghe, UNESCO Culture Programme Specialist and Head of Culture Unit at UNESCO Phnom Penh Office
Afternoon		
1:30 pm- 2:30 pm	UNDP	Mr. Natharoun Ngo, Private Sector Programme Analyst
3: 00 pm- 4:00 pm	FAO	Mr. Chuop Paris, FAO Assistant Representative
4:15 pm- 5:00 pm	ILO	Mr. Tun Sophorn, ILO National Coordinator for Cambodia
Friday 26 March 10		
Morning		
9:00am-10:00 am	MDGF-CISP (ILO)	Ms. Manuela Buciarrelli, Gender consultant
9:30am-10:30 am	Ministry of Agriculture, Forestry and Fisheries (MAFF)	Mr. Huot Bunnary, Advisor to Prime Minister Hun Sen Deputy Secretary General, MAFF
11:00 am- 12:00 pm	Non-Timber Forest Products Exchange Programme for South & Southeast Asia	Ms. Femy Pinto, Country Facilitator
Afternoon		
3:30pm- 6:00 pm	UNESCO	Mr. Teruo Jinnai, UNESCO Representative in Cambodia
Thursday 1 April 10		

Morning		
8:15am- 9:00am	Ministry of Industry Mines & Energy	Mrs. Lay Navinn, Director, Small Industry & Handicraft Department
9:15am- 10:30am	Cambodian Living Arts	Mr. Song Seng, Project Coordinator Mr Chap Vithur, Assistant Project Coordinator
10:45-11:45	Artisans' Association of Cambodia	Mr. Alan James Flux, Design and Marketing Advisor
12:00-1:45pm	United Nations Resident Coordinator Office	Mr. Douglas Broderick, United Nations Resident Coordinator
Afternoon		
2:00pm- 3:00pm	Cambodian Organization for Research and Development	Mr. Am Vichet, Executive Director Mr. Florante Verjann T. Dagaas, Research Consultant
3:15pm - 4:00pm	Freelance consultant for CISP Communications strategy	Ms. Mai Turner
4:15pm- 5:15pm	Centre d'Etude et de Developpement Agricole Cambodgien	Mr. Sim Samoeun, Senior Program Director Mr. Prom Meta, Provincial Coordinator
Friday 2 April 10		
Morning		
10:00-11:00am	Freelance consultant for CISP Monitoring & Evaluation strategy	Ms. Anne Hurlstone
Afternoon		
2:00pm-2:50pm	Freelance consultant for CISP design of the Ratanakiri Cultural Center	Mr. Ly Daravuth
3:00pm-5:00pm	Presentation & Discussion of Mid-term Evaluation consultant Bob Boase	Entire CISP project team plus Ms. Ann Lund, UN Senior Coordination Specialist from the Resident Coordinator's Office Ms. Mai Turner, CISP Communications Strategy consultant

ANNEX C. Visit to Kampong Thom & Preah Vihear Provinces

Kampong Thom Province Monday March 29

1. Mr. Peanh Sinal, Executive Director of MODE made a power point presentation about MODE in their office
2. Mr. Ly Yimkhy, Community Facilitator of MODE spoke about community issues during the meeting in MODE office)
3. Ms. Pel Sok Oeung, Field Officer for Marketing of MODE organized the meeting with the producing group in Kompong Chheu Teal village, Kompong Chheu Teal commune, Prasat Sambor district, Kompong Thom province
4. Ms. Try Phalla, Field Staff of COWS made a power point presentation for COWS
5. Mr. Khieu Sam Oern, MDGF-CISP Provincial Coordinator

Preah Vihear Province Tuesday March 30

1. Ponlok Khmer (Community resin project – Prome village, Prome commune, Tbaeng Meanchey district, Preah Vihear province)
 - Mr. Ang Cheatlom, Director of Ponlok Khmer
 - Ms. Sok Len, Project officer
2. FLD (handicraft project – Krolot village, Sangke 2 commune, Chheb disctrict, Preah Vihear province)
 - Mr. Men Puttheavi, Project officer
 - Mr. Veang Sat, Village chief
3. Government (Royal Government's museum project – Sraem village 13 km south of the World Heritage Site)
 - Mr. Kong Putthika, Special Task Force – Council of Ministers
 - Mr. Phoeurn Revant, Deputy Director General – National Authority for Preah Vihear

ANNEX D. Inception Report of the consultant

INCEPTION REPORT FOR CAMBODIA MDG-F MID-TERM EVALUATION MISSION

Prepared by Bob Boase, Consultant for this mission

March 25, 2010

Vancouver CANADA

Background

In December 2006, the UNDP and the Government of Spain signed a major partnership agreement for the amount of €528 million with the aim of contributing to progress on the MDGs and other development goals through the United Nations System. The MDGF supports countries in their progress towards the Millennium Development Goals by funding innovative programmes that have an impact on the population and potential for duplication.

The MDGF operates through the UN teams in each country, promoting increased coherence and effectiveness in development interventions through collaboration among UN agencies. The Fund uses a joint programme mode of intervention and has currently approved 128 joint programmes in 50 countries. These reflect eight thematic windows that contribute in various ways towards progress on the MDGs.

The Culture and Development Window comprises 18 joint programmes globally that promote culture as a vehicle for social and economic development. The main interventions focus on supporting the development of public policies that promote social and cultural inclusion; and seeking to stimulate the creation of creative industries to expand people's opportunities. The beneficiaries of the Joint Programs in the Culture and Development Window are diverse, ranging from national governments to local population. Virtually all joint programs involve supporting the government, at the national and/or local levels, civil society organizations, professional associations, communities, the private sector and individuals. These initiatives are now being evaluated at their mid-term with a view to assessing progress and making recommendations for improving impact in the remainder of the projects.

In Cambodia, there are two MDGF projects but only one will be evaluated in this mission. The MDGF initiative to be evaluated is the Creative Industries Support Programme (CISP) also referred to as the Joint Programme (JP) because it involves four ministries of the Government of Cambodia, viz. Culture & Fine Arts (lead Ministry); Commerce; Industry, Mines & Energy; Agriculture, Forestry & Fisheries and four UN organizations, viz. FAO, ILO, UNDP and UNESCO. CISP was approved in April 2008 in the amount of \$3.3 million for three years so it is now at the two-thirds point in its schedule.

The intention of the programme is to valorize Cambodia's intangible heritage targeting the value chain including policies, preservation, support to production, quality improvement, entrepreneurship and marketing and access to markets in order to support creative industries and thus contribute to economic and social development. The Creative Industries Support Program is therefore an attempt to link culture and development by capitalizing on the commercial promotion of cultural products and services so as to increase capacity, employment opportunities and revenues amongst local communities with a special focus on women and Indigenous People.

The four UN organizations in this project, operating in a coordinated manner, bring their unique contribution as follows:

UNESCO has solid experience in the development of policies and programmes for the protection and promotion of Cambodia's tangible/intangible cultural heritage. UNESCO has focused on strengthening the capacity of national agencies to safeguard the national treasure and heritage in close cooperation with the Ministry of Culture and Fine Arts.

UNDP brings years of experience on trade policies and programmes. It is a lead partner of the Ministry of Commerce on the Cambodian Trade Integration Strategy and has guided the implementation of Sector-wide Strategy for the Cambodian Silk Sector.

ILO has over a decade of experience working on enterprise development in Cambodia, with special focus on entrepreneurs working in the informal economy and women's economic empowerment. The ILO has on-going programmes supporting small business associations, including associations of artists and producers.

FAO supports producers groups and associations to produce and market their products together. FAO programmes in Cambodia have a strong livelihood support focus and have contributed to food security improvement of the poor through agricultural production intensification and community empowerment, livelihood diversification and community based natural resource management.

The following are the UNDAF outcomes, the MDGs and Joint Programme Outcomes:

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

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

The JP contributes to the following **Cambodian Millennium Development Goals:**

N° 1: Poverty reduction

N° 3: Women's Empowerment

N° 8: Developing Global Partnerships for Development

The Joint Programme Outcomes are:

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

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

- 1.1 National capacity to design, implement and monitor policies will be enhanced and programmes to realize the social and economic potential of the cultural sector will be developed.
- 1.2 Mentorship programme established to support artists and producers in strategic locations to refine their products/ services.
- 2.1 Fair and effective marketing networks established by groups and associations of artists and producers including ethnic/ indigenous minorities.
- 2.2 Improved business development service delivery to cultural entrepreneurs by member-based organizations and business development service providers.

3.1 Effective and streamlined implementation of trade legislation and export procedures for promising cultural products/services.

3.2 Competitiveness strategies developed for promising cultural products and services.

3.3 Infrastructure created to promote cultural products and services through certification and quality control.

3.4 Linkages between national living heritages/arts and their contribution to livelihood and used for product/services promotion (i.e. relevant tourism magazines in English and Khmer).

Focusing on the four Northern provinces of Ratanakiri, Mondulkiri, Kampong Thom and Preah Vihear, the program will revive Cambodia's tangible and intangible cultural assets and deliver on their potential for job creation, economic growth and poverty alleviation. The decision has been made to support traditional handicrafts (weaving and NTFP) in all 4 provinces; Jars and Pottery in Ratanakiri; Resin in Preah Vihear and potentially Mondulkiri; Tourism in Kampong Thom.

Below is a first selection of implementing partners for the CISP:

☐ Ratanakiri: Cambodia NTFP Development Organization (CaNDO), Cambodian Center for Study and Development in Agriculture (CEDAC)

☐ Mondulkiri: Nomad RSI, Village Focus International

☐ Preah Vihear: Ponlok Khmer, Farmer Livelihood Development (FLD)

☐ Kompong Thom: Minority Organization for Development (MODE), Cambodian Organization for Women Support (COWS).

☐ At the National Level: Artisan Association of Cambodia (AAC), Cambodia Craft Cooperation (CCC)

Lines of Enquiry for this Evaluation

The following questions will be pursued for project design, implementation and sustainability:

Project Design

Project design will be addressed under the headings of 'Relevance' and 'Ownership.' The JP is very ambitious for what it intends to accomplish in only three years. It is understood to be behind schedule at this point. What can be done to speed up implementation or simplify the initiative? Issues to be examined here are:

Relevance: The extent to how coherent the objectives of the development intervention are with regards to the beneficiaries' problems, the needs of the country, the global priorities and the other partners and donors.

- a) Were problems and their causes (environmental and human) clearly defined?
- b) Is the identification of the problems, inequalities and gaps, with their respective causes, clear in the joint programme document?
- c) Does the Joint Programme take into account the particularities and specific interests of women, minorities and ethnic groups in the areas of intervention?
- d) To what extent has the intervention strategy been adapted to the areas of intervention in which it is being implemented? What actions does the programme envisage, to respond to obstacles that may arise from the political and socio-cultural background? What are the limitations which the project faces regarding adaptation of the existing project document?
- e) Are the follow-up indicators relevant and do they meet the quality needed to measure the outputs and outcomes of the joint programme?

- f) Is the joint programme the best answer to solve the most relevant environmental problems and socioeconomic needs of the targeted population? Does it cover and reach intended beneficiaries?
- g) Is the intervention strategy well adapted to the socio-cultural context where it's being implemented?
- h) To what extent has the MDG-F Secretariat contributed to a better formulation of programmes
- i) To what extent has the program taken advantage of existing initiatives and built upon them?
- j) To what extent was the project affected by previous UN programmes (legacy) un-related to the project?
- k) How has the project capitalized on other projects of the agencies involved?
- l) To what extent does the vision outlined in the document, for the preservation and promotion of creative industries, fit within the context to globalization and the vast changes the country is undergoing?
- m) Working at both the policy level at the center and at the grass roots level in the four selected provinces. Is this level of complexity achievable in three years?
- n) Relationship/duplication/synergy or the JP with work of other donors and Cambodian government programmes
- o) Have all the required types of expertise been identified to assist with implementation, e.g. handicraft design and marketing consultants to assist with implementation?

Ownership: The extent to which project stakeholders take a leadership and responsibility for and are committed to the JP.

- a) The substance of the project at grass roots level. Is a cultural intervention meaningful and sustainable for the minority peoples or would some other intervention bring better results and to what degree were the local minorities brought into the programme design?
- b) To what extent the objectives and intervention strategies of the joint programme are aligned to the National, Regional or local development strategies?
- c) To what extent has the opinion and interests of national, local authorities, citizens and other stakeholders been taken into account in designing the development intervention?
- d) Has the challenge of minority languages been adequately addressed in the communications and training of the JP?
- e) To what extent the targeted population and participants have taken ownership of the joint programme by playing a leadership role?
- f) To what extent national and counterpart resources (public and private) have been mobilized to contribute to the objective of generating results and impacts?
- g) What are the challenges with Intellectual Property, land ownership and community and civil society organization registrations law and regulations and the reality of their operation and enforcement on the ground, which is sometimes very different from the intent of the legislation?
- h) To what extent have the target population and participants made the programme their own, taking an active role in it? What modes of participation have taken place?
- i) To what extent have public/private national resources and/or counterparts been mobilized to contribute to the programme's objective and produce results and impacts? What are the limitations to their involvement?
- j) What are the expectations of the counterparts when participating in the Joint Programme and to which extent can these expectations be answered?
- k) How is the Joint Programme perceived by stakeholders, partners, beneficiaries?

Process

Efficiency: The extent to which resources/inputs (financial, human, etc) have been transformed in outputs

- a) To what extent does the management structure of the joint programme (organizational structure, information flows, decision making, etc) contribute to outputs and outcomes?
- b) To what extent are participating agencies and the national counterparts and the private sector coordinating (government and civil society)?
- c) Are there effective and efficient coordination mechanisms in place to avoid overlaps, confusion and work overloads of partners and participants?
- d) Are different implementation paces in the joint programmes a problem for delivering results?
- e) Are different working methodologies, financial instruments, etc shared among United Nations agencies and joint programmes? If not what are the limitations faced by the programme team?
- f) Are agency specific administrative and financial mechanisms adequate to support the project outcomes? If not, to what extent and how are each UN Agency adapting these mechanism to the specificity of the Joint Program and what margin do they have at the country level to do so?
- g) The involvement/coordination of the four UN agencies and the four ministries of the Cambodian Government; the requirements of the many individual reporting systems;
- h) The management structure for the project. Is this complex structure working effectively and what can be done to make it more effective/efficient?
- i) The detailed one-by-one contracting of individuals and organizations to help implement the JP which creates a lot of administration for project management. Can anything be done to simplify or streamline this, e.g. contracting of an executing agency to take on a cluster of related activity or components of the JP?
- j) The relation of resources/effort spent on inputs versus outputs in the JP. Can anything be done to put more resources directly toward the grass roots?
- k) Is the workload inside and outside the project evenly distributed and if not what can be done about it?
- l) Are on-going activities, existing planned training activities and missions as well as the intrusive nature of missions of all non-indigenous people to the target area taken into account in project implementation?

Results

Effectiveness: the extent to what planned objectives of the development intervention have been achieved

- a) Is the programme progressing towards the established outcomes?
 - a. To what extent and in what ways is the joint programme contributing to the Millennium Development Objectives at local and national level?
 - b. To what extent and in what ways is the joint programme contributing to the objectives set by the thematic window on gender equality and the empowerment of women?
 - c. To what extent is the Joint Programme contributing to cultural preservation and sustainable management of natural resources?
- b) Is the programme on track according to the calendars of delivery? What factors are contributing to progress or delay in the achievement of the products and results?
- c) Has the quality of selected products improved as expected?
- d) Are the value chains being targeted in a culturally sensitive manner, respecting local cultural limitations with respect to business development? Likewise, is sustainable management of natural resources being taken into consideration?

- e) Does the project adequately address the friction between the promotion of the development of new and improved cultural products to meet market demand and the preservation of existing IP traditions used to make these products?
- f) Does the project sufficiently safeguard IP culture, in an environment where it has been put under extreme pressure to change, recognizing the fact that IP culture (even in the creative industries) is essentially agricultural in nature, and should remain so?
- g) Does the programme have follow-up mechanisms to measure project progress in the achievement of the envisaged results?
- h) Is the project providing coverage of the participating population as planned in the joint programme document?
- i) What factors are contributing to progress or delay in the achievement of products and results?
- j) Does management have a formal way of dealing with/solving programme problems?
- k) Are outputs of the needed quality?
- l) Is the joint programme covering the number of beneficiaries planned?
- m) What are the elements that contribute to progress or delay in the implementation process and the attainment of results?
- n) To what extent has the programme contributed innovative solutions to solve problems?
- o) Have good practices or lessons learned been documented?
- p) To what extent has the joint programme contributed to provide visibility and prioritized public policy of the country?
- q) To what extent and what type of effects is the joint programme producing in men, women and other differential categories of beneficiaries? (Rural versus urban population, etc)
- r) What good practices or successful experiences or transferable examples have been identified?
- s) Are project outputs realistic within the time-frame set taking into account the Cambodian context (referring here to the legislation components, the BDS infrastructure components etc)?
- t) In what way has the joint programme contributed towards the issue of culture and development included on the public agenda? To what extent has it helped to build up and/or bolster communication and cooperation among, civil society organizations and decision-makers? Has an effective communications strategy been developed?
- u) What types of differentiated effects are resulting from the joint programme in accordance with the sex, race, ethnic group, rural or urban setting of the beneficiary population, and to what extent?

Sustainability: The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.

- a) Are conditions and premises for sustainability of the joint programme taking place?
 - a. Is the programme supported by national and/or local institutions?
 - b. Are these institutions showing interest, technical capacity and leadership commitment to keep working with the programme and to repeat it?
 - c. Have operating capacities been created and/or reinforced in national partners?
 - d. Do the partners have sufficient financial capacity to keep up the benefits produced by the programme?
 - e. Is the duration of the programme sufficient to ensure a cycle that will project the sustainability of the interventions?
- b) To what extent are the visions and actions of the partners consistent or divergent with regard to the joint programme?
- c) In what ways can the governance of the joint programme be improved so that it has greater likelihood of achieving future sustainability?
- d) Does the structure and nature of the PMC appropriately address timely decision-making needs and guidance for the programme to appropriately react to needs from the field?
- e) Besides the PMC, are there any day-to-day decision making mechanisms? If not, does this pose a challenge to the Joint Programme implementation?

- f) What good practices and lessons learned would be useful for other joint programmes or other countries?
- g) To what extent and in what ways are the joint programmes contributing to progress in United Nations reform?
- h) How are Aid Effectiveness principles (ownership, alignment, management for development results and mutual responsibility) taken into account in the joint programme?
- i) How are the principles of aid effectiveness (ownership, alignment, management for development results and mutual responsibility) being applied in the joint programmes?
- j) To what extent is the joint programme helping to influence the country's public policy framework?
- k) To what extent has the programme gained knowledge from other MDG-F projects on an information exchange basis for best practices or lessons learned?
- l) What are the costs and benefits of the Joint Programme with regards to the One UN set objective?

Methodology

The methodology for this mid-term evaluation involves the following:

Desk Review

The consultant has been sent all relevant documents and reports on the project in his home country for reading and analysis along with a contextualized terms of reference to guide the planning of the assignment. The consultant then had a very useful half-hour phone discussion with Ms. Paula Pelaez of the MDGF Secretariat in New York from his home before heading out on mission.

Inception Report

The consultant has prepared this inception report as the guiding document for the conduct of this evaluation. This report will be read by key stakeholders and adjusted as necessary by the consultant before field work begins.

Work in the field

Work in the field will be primarily interviews with key informants for this JP starting in Phnom Penh the first week and then shifting to two provinces for the second week to review work on the ground. Where possible/desirable there may be some focus group sessions in the field to share perceptions and discuss the JP as a group. The consultant will begin drafting the final report in the field by loading in findings and conclusions in the evenings once the day's work is completed. The consultant will share his observations and conclusions with key informants as he goes along to clear up any misunderstandings and to build ownership in the report's ultimate recommendations. The JP team will provide the consultant with:

- The joint programme goals; include when it started, what outputs and outcomes are sought, its contribution to the MDGs at the local and national levels, its duration and current stage of implementation.
- The joint programme's scale of complexity, including its components, targeted participants (direct and indirect), geographical scope (regions) and the socio-economic context in which it operates.
- Discussions with the Project Team on the context of the target areas (distance and its consequences, level of economic activity, existing capacities of available partners, the (non) availability of Business Development Services providers...) ; their populations (limited literacy, creative industries as a source of supplementary income only, very specific cultural context with which traditional business approach can hardly work; extremely fragile livelihood balance not to be perturbed); the time frame of the Joint Programme with regards to the above mentioned; the existing/previous projects undertaken in the same field/target areas, including by the UN.

- The human and financial resources that the joint programme has at its disposal, the number of programme implementation partners (UN, national and local governments and other stakeholders in programme implementation).
- Changes in the programme since implementation began, and how the programme fits in with the priorities of the UNDAF and the National Development Strategies.

Report writing back in home country

Once the consultant returns to his home country, he will complete a draft report and submit it to the client(s) for comment and feedback before finalizing the report.

The following is the final agenda for the consultant prepared by the JP management.

Final Agenda Mid-Term Evaluation MDG-F Creative Industries Support Program

Date	Description	Institution	Location of Meeting	Remark
24 March 10				
Morning				
8:30 am-10:30 am	Meeting with Joint Program team	MDG-F Program CISP	Joint office	8 people
11:00 am-12:00pm	Meeting with UNESCO team	MDG-F Program CISP	UNESCO	
Afternoon				
1:30 pm- 2:30 pm	Meeting with UNDP team	MDG-F Program CISP	UNDP	
3:00 pm- 4:00 pm	Meeting with FAO team	MDG-F Program CISP	FAO	
4:00 pm- 5:00 pm	Meeting with ILO team	MDG-F Program CISP	ILO	
25 March 10				
Morning				
8:30 am-09:30 am	Meeting with Ms Ann Lund – UN Senior Coordination Specialist and Ms Elena Ganan – UN Coordinator Officer	UNRCO	UNRCO	
09:45 am-10:45am	Meeting with Mr. Josep Vargas, Resident Representative	AECID (Spanish cooperation agency)	AECID office	
11:00 am- 12:00	Meeting with Mr. Philippe Delanghe, UNESCO Culture Programme Specialist	UNESCO	UNESCO	
Afternoon				

1:30 pm- 2:30 pm	Meeting with Mr. Natharoun Ngo, UNDP Private Sector Programme Analyst	UNDP	UNDP	
3: 00 pm- 4:00 pm	Mr. Chuop Paris, FAO Assistant Representative	FAO	FAO	
4:15 pm- 5:00 pm	Mr. Tun Sophorn, ILO National Coordinator	ILO	ILO	
26 March 10				
Morning				
8:00 am-9:00 am	Mr. Seng Soth – Director of the Department of International Cultural Cooperation and ASEAN	Ministry of Culture and Fine Arts (MoCFA)	MoCFA	Focal Point for the MDG-F Joint Programme
9:30 am-10:30 am	Mr. Soy Somethea, Director of the department of industries	Ministry of Agriculture, Forestry and Fisheries (MAFF)	MAFF	Technical Counterpart for the MDG-F Joint Programme
11:00 am- 12:00 pm	Meeting with Manuela Buciarrelli, Gender consultant	Contracted by ILO and is working for the component of ILO and CISP on gender aspect	ILO	
Afternoon				
2:00 pm- 3:00 pm	Meeting with H.E Ms. Tekreth Kamrang, Under-secretary of state	Ministry of Commerce (MoC)	MoC (telcom)	Focal Point for the MDG-F Joint Programme and PMC member
3: 15 pm- 4:15 pm	Meeting with Mr. Teruo Jinnai, UNESCO Representative in Cambodia	UNESCO	UNESCO	
4:15 pm- 5:00 pm	Meeting Ms. Annie Hurlstone, M&E consultant	She is contracted by UNDP and is working for the Joint Programme	TBC	
29 march 10	Mission to the field			
Kampong Thom				
7:30 am-11:00 am	Traveling from Phnom Penh to Kampong Thom	By car	UNESCO	
11:00 am-12:00 am	Meeting COWS and MODE	Cambodian Organization for Women Support and Minority Organization for	Kampong Thom	Local NGO partners

		Development of Economy (MODE)		
1:30 pm-2:15 pm	Traveling to Kampong Cheuteal village		Kampong Thom	45 mins drive
2:30 pm-5:00 pm	Visit handicraft producer groups of MODE in Kampong Cheuteal village, Prasat Sambo commune	MDG-F CISP 's target beneficiaries	Kampong Thom	Handicraft producer group
5:00 pm-5:45 pm	Traveling back to Kampong Thom		Kampong Thom	Overnight stay in Kampong Thom
30 March 10				
Preah Vihear				
7:30 am-10:30 am	Travelling from Kampong Thom to Preah Vihear		Preah Vihear	By car
11:00 am-12:00 pm	Meeting with Farmer Livelihood Development (FLD) and Ponlok Khmer	Local NGO partners	Preah Vihear	Local NGO partners
01:30 am – 05:00 pm	Visit FLD handicraft producer groups in Krolot village, Sangkeipie commune, Chep district, Preah Vihear province	MDG-F CISP 's target beneficiaries	Preah Vihear	Traditional handicraft
31 March 10				
Preah Vihear				
7:00 am – 10:30 pm	Visit Ponlok Khmer resin tapper groups in Prome village, Prome commune, Tbeng Meanchey district, Preah Vihear province	MDG-F CISP 's target beneficiaries	Preah Vihear	Resin tappers
10:30 am – 11:30 pm	Lunch in Tbaeng Mean Chey		Preah Vihear	After a village visit
11:30pm–05:30pm	Traveling back to Phnom Penh		PVH-PP	
01 April 10				
Morning				
8:00 am-9:00 am	Ms Lay Navinn, Director of the Department of Handicraft and SMEs	Ministry of Industry, Mines and Energy (MIME)	MIME	Focal Point for the MDG-F Joint Programme
9:30 am-10:30 am	Meeting with Cambodian Living Arts (CLA)	Is an NGO working to preserve and promote Khmer traditional arts and performances in	CLA office	NGO partner

		Cambodia		
11:00 am- 12:00 pm	Meeting with Mr. Sinoun	Artisan Association of Cambodia (AAC)	AAC office	NGO partner
Afternoon				
2:00 pm- 3:00 pm	Meeting with CORD	Cambodian Organization for Research and Development	CORD Office	Baseline survey
3: 15 pm- 4:15 pm	Meeting with Mrs. Mai Turner, CISP Communication Consultant	She is contracted by UNDP and is working for the Joint Programme	TBC	
4:15 pm- 5:00 pm	Meeting with CEDAC	Cambodian Centre for Study and Development in Agriculture (CEDAC)	CEDAC Office	Jar and Pottery project
02 April 10				
10:00 am-11:00 pm	Meeting with Mr. Bill Herod, consultant	Village Focus International	Java café	Working on a cultural hub in Mondulkiri
2:00 pm-3:00 pm	Meeting with Mr. Ly Daravuth from Reyum Institute	He is contracted by UNESCO and is working on the Concept of a Cultural Centre in Ratanakiri province for the Joint Programme	Reyum Institute office	Worked on the conceptualization of the cultural centre in Ratanakiri
3:00 pm-5:00 pm	Meeting with Mr. Blaise Kilian, Joint program coordinator	MDG-F CISP	UNESCO	

NOTES

- MDG-F Creative Industries Support Program's target provinces: Ratanakiri, Mondulkiri, Kampong Thom and Preah Vihear