Technical/Narrative Report

Annual Consolidated Report

Submitted by National Implementation Unit (NIU) to

The Enhanced Integrated Framework Executive Secretariat (EIFES) and the Trust Fund Manager (TFM)\(^1\)
Technical/Narrative Report

Annual Consolidated Report

Submitted by National Implementation Unit (NIU) to
The Enhanced Integrated Framework Executive Secretariat (EIFES) and the Trust Fund Manager (TFM)

1 In accordance with the communication from the EIF ES received on January 18, 2011, this narrative report contains information on activities initiated and/or completed since the project kick-off date of May 11, 2010.
EIF Tier 1 Project in Cambodia

**Beneficiary:** Department of International Cooperation, Ministry of Commerce and Liaison Officers from selected line ministries

**Date:** January 26, 2011

**Name of Contact Person:** H.E. Pan Sorosak

**Function of Contact Person:** Secretary of State, EIF Focal Point, Ministry of Commerce.

**Telephone/fax:** +855 23 866 467

**Email address:** pan.sorasak@moc.gov.kh

**Mailing address:** Ministry of Commerce, Lot 19-61, MoC Road (113B Road), Phum Teuk Thla, Sangkat Teuk Thla, Khand Sen Sok, Phnom Penh, Kingdom of Cambodia

---

Project Title: Strengthening Institutional Mechanisms for Formulating, Implementing, Managing and Monitoring Cambodia's Trade Integration Strategy “EIF Tier 1”

**Project Type:** Capacity Development for Trade

**Date of Approval by EIF Board:** September 29, 2009

**Date of Signature of MoU:** February 3, 2010

**Starting Date:** May 11, 2010

**Duration of Project:** 5 years

**Total Project Cost:** US$ 1,694,600

**Amount received under this Agreement:** US$ 1,493,900

**Amount received from other sources of funding:** none

**Contribution of Royal Government of Cambodia:** US$ 200,700

**Type of report:** Narrative report

**Time period covered by this report:** May 11, 2010 to December 31, 2010

**Amount spent during the period:** US$ 10,967.47

**Name of Person reporting:** Mr. CHHIENG Pich

**Function of Person reporting:** NIU Director

---

Main results of the period:

(i) Capacity Building of D/ICO for EIF and EIF M&E

(ii) Experience-sharing with other Asian LDCs

---

<table>
<thead>
<tr>
<th>Participants/beneficiaries</th>
<th>Capacity Building/Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of women:</td>
<td>03</td>
</tr>
<tr>
<td>Number of men: 01</td>
<td>Number of men: 25</td>
</tr>
</tbody>
</table>

Authorized Official Name, Date, Signature and Stamp: [Signature]

[Stamp] Secretary of State
TABLE OF CONTENTS

Part I: Situation Analysis and Status

I. 1. Overview of the current context
I.2. Overview of the EIF Process/Program
I.3. Objectives of the Project
I. 4. Results of the Project
I. 5. Work plan of the Project
I.6. Risk Analysis

Part II: Update on Activities and Work Plan

II.1. Overview of the Activities
II.2. Procurement activities
II.3. Capacity building
II.4. Training, Communication and Dissemination
II.5. Exit strategy and sustainability
II.6. Review of the work plan
II.7. Risk mitigation

Part III: Stakeholders and Partners Perspectives

III. 1. Stakeholder’s perspectives
III. 2. Partner’s perspectives
III. 3. Future perspectives

Part IV: Project Management and Operation

IV. 1. Staff
IV.2. Management
IV. 3. Budget
IV. 4. Program support

Annexes

a- Proposed EIF Tier 1 Work Plan 2011
b- Proposed TDSP{EIF POC Scheme NIU Structure
PART I. SITUATION ANALYSIS AND STATUS

I. 1. Overview of the current context

Cambodia has long been considered a success-story in terms of trade mainstreaming among least developed countries, since it became a pilot country under the then "integrated framework". Increased Aid-For-Trade disbursements followed the 2004 WTO accession and the 2007 Trade Integration Strategy launched in 2007. Remaining in the forefront among LDCs, Cambodia embarked on the development and implementation of an ambitious Trade Sector Wide Approach (Trade SWAp), following the Ministry of Commerce restructuring in 2007. While the SWAp implementation is supported in-country by several development partners, the Ministry of Commerce sought and gained access to the EIF Tier 1 funds to focus on key areas of capacity development, not presently covered by other development partners, but in line with the SWAP Pillar Road Maps.

The EIF Tier funds would help Cambodia to strengthen its in-country National Implementation Arrangements for more and better trade mainstreaming and better management of Aid For Trade (Aft) flows. For this to happen, and for the implementation of the SWAp implies procedures and systems for better management, monitoring and implementation of the country’s trade development agenda need to be put in place in the newly formed Department of International Cooperation (D/ICO) with the objective to make this department a focal point for all TRTA in Cambodia.

D/ICO was established in the Ministry of Commerce (MOC) by PRKAS No. 213 MOC/SM 2007, dated September 18, 2007, on the Organization and Functioning of the Department of International Cooperation (D/ICO). Nevertheless, the staffing process gradually started in 2008 and the department with the number of staff members reached its acceptable operational capacity only in the 3rd quarter of 2008.

D/ICO serves as the coordinating body of the assistances for the sector development under the mechanism known as Trade SWAp (Sector-Wide Approach), consisting of 3 pillars: (i) Pillar 1 – Legal Reform and Cross Cutting Issues; (ii) Pillar 2 – Product and Service Export Sector Development & (iii) Pillar 3 – Capacity Development for Trade.

EIF Tier 1 fund is found serving well the activities indentified in certain strategic objectives of the pillar 3 of the Trade SWAp. The roadmap of pillar 3 has been developed and approved at pillar level. The final draft will be submitted to Implementing Committee (IC) and Sub-Steering Committee on Trade Development and Trade-related Investment (SSC) for review and formal endorsement.

At the present, D/ICO is working on both EIF Tier 1 project and Trade Development Support Program (TDSP) a multi-year Trust Fund aimed to support the implementation of the Trade SWAp objectives (funded by DANIDA, EC and UNIDO, administered by the World Bank). At the start-up, it is significantly stretching for a newly established department with limited internal expertise and experiences in development activities to deliver the planned outputs in order to achieve intended results of this project and program. However, lots of efforts
have been made, though they are somehow found unsatisfactory, to realize the set objectives.

The recent Mid-Term Review of the Trade Development Support Programme decided that future reviews of the programme would be harmonized with EIF Tier 1 review, and that benchmarks could also be aligned. This decision, in line with Paris Principles Declaration on Aid Effectiveness will further contribute to streamlining the work of D/ICO and of the Ministry of Commerce in TRTA management.

1.2. Overview of the EIF Process/Program

The project aims at strengthening the in-country arrangements of the EIF in order to increase the Cambodia’s ownership of TRTA and maximizing the benefits that the country, in particular the private sector, can derive from the EIF.

The overall objective of the project is to enhance Cambodia’s national capacity to formulate, implement, manage, and monitor a pro-poor trade policy that is consistent with and supportive of the country’s national development plan and millennium development goals.

1.3. Objectives of the Project

In 5-year period, the project objectives proposed are as follows:

i. Support of capacity development for trade to D/ICO in the Ministry of Commerce;
ii. Support of capacity development for trade to line ministries and PPD;
iii. Communication and awareness raising;

1.4. Results of the Project

Within the EIF Tier 1 framework, three main outcomes are expected from the EIF Tier 1 project. They include enhanced national capacity to manage and coordinate country’s trade development agenda, enhanced line ministries’ capacities to effectively participate in trade mainstreaming and enhanced awareness on Cambodia’s experiences and achievements at national and international levels.

At this stage, what D/ICO has achieved is still very premature. The activities implemented do not provide much contribution to the intended results. Nevertheless, the D/ICO staff has gained certain knowledge and understanding about the project, particularly M&E aspects through the three-day workshop delivered in mid June, 2010.

1.5. Work plan of the Project

For year 1, activities were to be conducted under 8 main project outputs proposed for the EIF Tier 1 project. Those outputs² are as follows:

² Work plan for 2010 can be found in Annex 1.
i. Output 1: NIU staffing and training;
ii. Output 2: Support to creation of liaison offices and awareness raising on EIF in line ministries;
iii. Output 3: Support to Sub-Steering Committee on Trade, Trade Integration Strategy Implementation;
iv. Output 4: Awareness creation and monitoring on EIF and SWAp for national stakeholders (private sector, public sector, cities and provinces);
v. Output 5: Support toward preparation of projects for funding for consideration under EIF Tier 2;
vi. Output 6: Development of promotion and communication strategy and relevant tools;
vii. Output 7: Promotion of Cambodia’s TRTA and trade mainstreaming experience with other LDCs, increased exposure of NIU to AfT;
viii. Output 8: Evaluation and international auditing of EIF Tier 1 program;

1.6. Risk Analysis

The low level of activities in year 1 has shown that some risks exist of seeing the ambitious EIF Tier 1 outcomes not materialize, therefore jeopardizing the SWAP implementation. It can be objectively said that the following items hinder the implementation of the project according to the set plan:

1. Limited conceptual capacity and experiences on trade related technical assistance among D/ICO staff and management

2. Inadequate coordination and management capacity, coupled with limited absorption capacity (comparing existing mandate and staff availability within D/ICO) and limited ability to get access to additional national and international expertise required for implementation;

3. Legal “bottleneck” following the signature of the MoU MoC-UNOPS on the role MEF needs to play in the EIF Tier 1 project implementation: the Procurement Review Committee requires a representative from the Ministry of Economy and Finance (MEF), while MEF does not always send its representative to the PRC for EIF Tier 1 project, as the MEF did not sign the agreement with the UNOPS. This has led to occasions when the PRC meets without the MEF participation. While this does not prevent the meetings to proceed, the lack of involvement may jeopardize the credibility of the project in the long run.
PART II: UPDATE ON ACTIVITIES AND WORKPLAN

II.1. Overview of the Activities

Since the EIF Tier 1 project became operational on May 11, 2010, four activities were implemented during the period of about seven months. The activities include recruitment of consultants (on-going), Initial EIF Orientation Workshop for D/ICO Management (completed) participation of Cambodia in the Regional EIF Workshop for Asian LDCs in Nepal and the launching event of Nepal Trade Integration Strategy (NTIS) and the EIF M&E workshop for D/ICO.

Activity 1: Recruitment of National and International Consultants.

As per the proposed output 1, D/ICO launched the recruitments of 3 national consultants and one international adviser in August 2010, namely:

- National Project Manager
- National Implementation Consultant
- National Accounting/Financial Expert
- International Capacity Development Adviser (part-time)

Shortlist of selected candidates was submitted to the PRC for endorsement and instructions. The recruitment procedure for the international adviser would probably follow a different track (such as single source selection) if approved by MEF.

Activity 2: Initial EIF Orientation Workshop for D/ICO Management

Following the agreed work plan and the recommendations from the SFM mission in August 2010, a one-day orientation training workshop was organized internally for 12 participants (D/ICO Managers, D/ICO officials and HE Pan Sorasak as meeting chair) on August 27, 2010. The workshop was moderated by the TDSP Implementation Adviser, with experience in Cambodia’s EIF and other LDC’s trade mainstreaming practices. The materials used during the workshop will be translated into Khmer and be used by D/ICO officials to train future EIF liaison officers as well as do advocacy on SWAp and EIF with provincial officials and private sector representatives.

Activity 3: Participation in the EIF Regional Workshop and NTIS Launch

At the invitation of the Government of Nepal (GoN) and of the EIF Executive Secretariat, Cambodia participated in the EIF Regional Workshop for Asian LDCs that took place in Kathmandu, Nepal, on June 21-23 2010. While the participation of Cambodia’s EIF Focal Point was sponsored by the EIF Secretariat, the participation of another official from MoC was covered by the EIF Tier 1 funds. In addition, following Nepal’s visit to Cambodia to learn on Cambodia’s best practices and lessons learnt in terms of trade mainstreaming and Aid For Trade, the Ministry of Commerce and Supplies of the Government of Nepal invited Cambodian representatives to attend the launch of Nepalese Trade Integration Strategy on
June 24, 2010. The Cambodian representatives had the privilege to be received by the GoN Prime Minister, the Minister of Commerce and Supplies as well as by Nepal’s EIF Focal Point.

**Activity 4: EIF M&E Workshop**

As one of the first countries to gain access to the EIF Tier 1 funds, Cambodia was fortunate enough to be offered the support of IOD-Parc to beef up its nascent Monitoring and Evaluation capacities. This was done in parallel with the development of the pillar 1 and 3 road maps and was therefore considered a critical and timely initiative from the EIF Secretariat. The workshop took place on June 15-17 2010 in Preah Sihanouk, for a total of 20 officials and managers from D/ICO. The workshop was very well received, as it included practical sessions aimed at reviewing and fine-tuning D/ICO’s role in monitoring and evaluating the Trade SWAp and TDSP implementation.

**II.2. Procurement activities**

The recruitment of National Project Manager, National Accountant and National Implementation Consultant was started by the advertisements made in Rasmei Kampuchea Newspaper & the Cambodia Daily Newspaper on Aug 29, 2010 and Aug 31, 2010. There were 9 applicants for the vacancy of the National Accountant, 5 applicants for National Implementation Consultant, and 3 applicants for the National Project Manager.

The screening and short-listing of the candidates could not be followed-up with negotiations and recruitment as there was no dedicated Procurement Review Committee (PRC) for EIF project.

In short:

1) EIF PRC Prakas has been issued;
2) PRC meeting reviewing D/ICO’s proposed action took place under the chairman of HE PAN Sorasak, EIF Focal Point without MEF representative.
3) Following recommendation from the Senior Minister, Minister of Commerce, a negotiation with MEF is on-going on their appointing a permanent representative to the EIF PRC.

**II.3. Capacity building**

The “EIF M&E Workshop” was the first capacity building activity carried out for D/ICO. It was delivered at Garden Hill Hotel for 3 days, June 15-17, 2010 in Preah Sihanouk Province. The participants were all the staff members of D/ICO as well as Mr. Terrence Martin Burley, M&E Advisor, and the workshop facilitator, Mr. Frank Noij.

In the workshop, in addition to M&E focus, there was also a presentation about the EIF Tier 1 project. Discussion and Q&A gave all the participants the opportunity to comprehend more about the project.
II.4. Training, Communication and Dissemination

The recruitment of consultants for the operation of EIF project was held back due to the procurement issues specified above. As a result, these areas of activities have not been implemented yet, but only a number of initial internal meetings and the publication of Trade SWAp 1st newsletter supported by MOC/UNDP TRADE project.

II.5. Exit strategy and sustainability

While the low level of activities and implementation of planned activities may not appear as a good sign in terms of capacity to disburse for external readers, the increased exposure of MoC and D/ICO officials to government-executed programs such as the TDSP and TRADE project is bringing a lot of skill and knowledge development which in the long run will be beneficial to on-going and future donor-funded programs.

The joint MTR of the TDSP has also provided numerous orientations, guidelines and benchmarks for D/ICO to improve its management and implementation practices.

Meeting the proposed benchmarks will be an important indicator of the progress towards more sustainability of the EIF project over the long term.

II.6. Review of the work plan

Activities not conducted in 2010 will be carried forward to 2011, and new activities, in line with the project work plan submitted to the EIF in 2009, will be included. Those new activities will be a response to the skills and knowledge gaps identified in D/ICO at the individual level, in line with the job descriptions developed as part of the POC.

In addition, the project will contribute to the numerous fora in which Cambodia’s trade mainstreaming and Aid For Trade experience will be featured, in particular during the UN-LDC IV conference and the 3rd AFT Global Review. Documents, studies, promotion and audio visual materials will be produced to support the presentation of Cambodia’s know how in trade related technical assistance. The Senior Minister, Minister of Commerce is expected to lead Cambodian delegation to both events: this would be the occasion for more trade officials, but also private sector representatives to take stock of Cambodia’s progress in the trade mainstreaming scene.

II.7. Risk mitigation

In response to the issues indentified in the first year of EIF Tier 1 project implementation, the following action has already been taken:

1. D/ICO has recently been restructured and in the preparation stage to get better organized in order to bring changes to its implementation capacity as well as its effectiveness and efficiency.
2. D/ICO staff composition has been changed; as a result, D/ICO operation and project implementation manner will be different and better than the past year.
3. Under the Trade Development Support Programme (TDSP), a new mechanism “Priority Operation Costs – POC” providing salary supplement to officials providing inputs to development cooperation programmes such as the EIF and TDSP is gradually put in place. Officials in D/ICO working on SWAp implementation are eligible to this scheme. It is therefore expected that staff attendance and output will be increased for all development cooperation programme coordinated by D/ICO as from the 2nd quarter of 2011.

4. D/ICO capacity has been reviewed, while the program and project D/ICO is tasked to implement have been learnt to certain extent thanks to the previous activities and interactions carried out within the implementation circle.

5. MEF officials involved in TDSP Procurement Review Committee have been contacted at senior level to try to find a solution to the current procurement bottlenecks (ensuring effective participation of MEF officials in PRC meetings).

Further actions/Commitments for 2011

1. The activities not implemented in the 2010 Work Plan are carried over to the 2011 Work Plan.
2. Plans are underway for the recruitment of national and international consultants to work for EIF project will be re-launched so that the implementation activities can be kick-started in 2011.
3. Procedures required for effective and efficient EIF Tier 1 project implementation will be developed, adopted and enforced.
4. A team of SWAp(EIF) liaison officials from key line ministries will be formed, trained and equipped. This team will act as a “buffer” between line ministries requests for technical assistance and support and D/ICO as the coordinator of the Trade SWAp, TDSP and EIF programmes.
5. EIF Tier 1 project objectives will be further disseminated and made clear by the relevant implementation officials as well as the recruited consultants in order to get buy-in and increased participation and to ensure that the project implementation is on the right track.
6. D/ICO-MOC will seek possible solution for the MEF to be associated with PRC activities on a more stable and sustainable way to smoothen the EIF Tier 1 project procurement.
7. D/ICO will seek to implement the Trade SWAp communication strategy already developed by the MOC/UNDP TRADE project, aligning it with the EIF objectives. For this purpose, D/ICO plans to recruit a part-time communication adviser
8. The evaluation of the EIF Tier 1 project implementation will possibly be conducted in line with the pillar 3 implementation under the Trade SWAp.
PART III: STAKEHOLDERS AND PARTNERS PERSPECTIVES

III. 1. Stakeholder’s perspective

Little has occurred to increase awareness or understanding of the programme’s intended outputs and outcomes, or how the EIF can be used to strengthen the coordination among line ministries on trade-related technical assistance issues. It is therefore too early to assess a possible stakeholder perspective.

III. 2. Partner’s perspective

After the initial difficulties, in particular for TDSP donors, to accept the possibility of D/ICO putting in place a capacity-development focused program in parallel to the TDSP, initial efforts from the Ministry of Commerce to coordinate both projects with transparency have somewhat reassured them on MoC’s intentions. The decision to hold joint reviews, auditing, missions with UNOPS has also provided sound basis for future cooperation among partners and with D/ICO and MoC.

III. 3. Future perspective

The implementation of the Tier 1 project during year 1 is facing teething problems caused mainly by the limited absorption capacities in D/ICO at a time when the TDSP has not yet reached its cruising speed. The much-needed recruitment of national and international consultants will greatly help D/ICO to implement the programme, provided capacity transfers remain core criteria for those consultants’ works.
PART IV: PROJECT MANAGEMENT AND OPERATION

IV. 1. Staff

So far, there has been no staff arrangement ready in place for the project implementation. DIICO was created as a focal point for all TRTA managed by the Ministry of Commerce and in that capacity is acting as the National Implementation Unit. For the past 6 months, the support to EIF Tier 1 project implementation has been limited to 3 officials (TDSP Programme Manager, Finance Chief Unit, Procurement Chief Unit) in addition to the Department Director. A restructuring of the department is taking place, following the TDSP MTR recommendations and the introduction of a financial incentive mechanism (PAC) for the department management and staff. In that context, it is expected that staff attendance and productivity will drastically increase in coming months, with the extra benefit of training provided under the EIF and TDSP projects. The advertisements to recruit the National Accountant, National Implementation Consultant, and the National Project Manager were made, but a successful outcome was not possible because of the issues in procurement described above (PRC composition).

IV. 2. Management

The Director of DIICO is the facto acting as an NIU Director and in this capacity should ensure the smooth implementation of the project. The parallel implementation of the TDSP and the EIF Tier 1, in addition to staff absenteeism, has meant that little attention could be given to the EIF Tier 1 project implementation.

Following the TDSP Mid-Term Review, a new TDSP and EIF Management Team has been appointed by the Senior Minister, Minister of Commerce and Chairman of the Sub-Steering Committee on Trade Development and Trade Related Investment. This has already led to several management changes with direct positive impact on the EIF project implementation.

IV. 3. Budget

The EIF Annual Work Plan and Budget Plan had been approved and put for implementation. Overall, there is not much achieved if it is compared against the planned activities, but certain crucial lessons are learnt from the 1st-year implementation of the EIF Tier 1 project and its actual situations leading to the delay in delivering its intended outputs.
A GLIMPSE AT THE FUNDS USED FROM THE START-UP TO THE END OF 2010

<table>
<thead>
<tr>
<th>No.</th>
<th>Activities</th>
<th>Fund Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Trip of an official from D/ICO to participate in EIF workshop in Nepal</td>
<td>USD 1,809.63</td>
</tr>
<tr>
<td>2</td>
<td>“EIF M&amp;E Workshop” for D/ICO in 3 days</td>
<td>USD 9,157.84</td>
</tr>
<tr>
<td>3</td>
<td>Advertisement for the posts of National Project Manager, National Accountant &amp; National Implementation Consultant</td>
<td>USD 1,850.00</td>
</tr>
</tbody>
</table>

**Total Costs**  
USD 10,967.47

**Total approved budget for 2010**  
328'650

**Ratio of expense to approved budget**  
3.3%

IV. 4. Program support

Besides the activities above, there have been certain activities implemented by D/ICO, which did not use the EIF fund, but that fell in the activities specified in the EIF Annual Work Plan. They are:

i. Institutional Capacity Assessment update (*initiated but not completed*);

ii. Recruitment of liaison officers;

iii. Organizing quarterly Implementation Committee (IC) meetings, providing support and meeting minutes (*IC meeting required at the present to take place in order to review and approve the proposals submitted for fund support from Trade Development Support Program [TDSP]*);

iv. Organizing and supporting the Sub-Steering Committee on Trade Development and Trade-related Investment meetings (SSC) for decision on the proposals approved by the IC above (*the routine that is the part of the implementation of the TDSP*);

v. Assessing needs for Tier 2 support (*a number of meetings held among relevant Officials in the Ministry of Commerce and among certain Development Partners*);

vi. Updating the Trade SWAp communication strategy (*the strategy has already been developed and endorsed with the fund support from MOC/UNDP TRADE project*);

vii. Developing and publishing newsletters on SWAp (*the activity was taken once [Trade SWAp 1st newsletter] with the fund support from MOC/UNDP TRADE project*);

viii. Updating Trade SWAp website (*it is implemented along the initiative and support from GTZ to develop Trade SWAp logo and webpage linked to MOC website*);

*Details will be provided in the separate Financial Report.*
ix. Documentation of Cambodia's AfT and Trade Mainstreaming Experience in preparation for the 3rd AfT Global Review (Story Board established in the Ministry);

x. Visits from foreign delegations for experience sharing about Trade SWAp in Cambodia (Delegations from Laos and Nepal visited Cambodia);
Annexes

c- Proposed EIF Tier 1 Work Plan 2011
d- Proposed TDSP(EIF POC Scheme NIU Structure
LEGEND / POSITIONS (TOTAL = 22)
NON ELIGIBLE TO POC: 2  OVERSIGHT LEVEL: 2  MANAGEMENT LEVEL: 9  IMPLEMENTER LEVEL: 11  TDSP IAs: TBD
### EIF ANNUAL WORK PLAN & BUDGET FOR YEAR 1 (JANUARY - DECEMBER 2011)

**Goal:** Strengthening Institutional Mechanisms for Formulating, Implementing, Managing, and Monitoring Cambodia’s Trade Integration Strategy

#### Output 1: NIU staffing and training

<table>
<thead>
<tr>
<th>Program Objectives</th>
<th>Activities</th>
<th>Expected Outputs</th>
<th>Means of Verification</th>
<th>2010</th>
<th>2011</th>
<th>Budget</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td>4</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Recruitment and contracting of consultants</td>
<td>A team of national and international consultants is in place to support D/ICO capacity development</td>
<td>The consultants are integrated in D/ICO's structure and work plan for each of them are developed</td>
<td>x</td>
<td>$84,000.00</td>
<td>Initiated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICA update</td>
<td>Capacity Development Plan for the department and individual staff is validated by MoC Senior Management</td>
<td>D/ICO able to provide services to development partners and implementing agencies for SWAp implementation</td>
<td>x x</td>
<td>$5,000.00</td>
<td>Initiated</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Training Plan for NIU | Using the POC Scheme structure, develop an individual training plan for NIU staff | A training plan is validated by the EIF Focal Point | x | $ - | Not started |

| Training for NIU | Each NIU staff member attends at least three training courses this year | Staff annual performance evaluation report | x x x | $15,500.00 | Not started |

| Participate to regional EIF training initiative | Selected NIU staff is able to use best practices from other countries in daily work under EIF implementation | Training reports | x x | $10,000.00 | Initiated |

| D/ICO annual retreat | Problems, issues and lesson learned are discussed and solutions and/or alternatives found. Action plans are established and put into action. | Retreat report is validated by EIF FP | x | $10,000.00 | Not started |

**Subtotal** | **$124,500.00** | **$ -** |

#### Output 2: Support to creation of liaison offices and awareness raising on EIF in line ministries

<table>
<thead>
<tr>
<th>Program Objectives</th>
<th>Activities</th>
<th>Expected Outputs</th>
<th>Indicator</th>
<th>2010</th>
<th>2011</th>
<th>Budget</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td>4</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>To develop a network of SWAp focal points in line ministries working as an extended NIU</td>
<td>Develop POC Scheme for EIF Liaison Officers and Recruit LO</td>
<td>Extended NIU is formed</td>
<td>All liaison officer receives orientation training</td>
<td>x</td>
<td>$20,000.00</td>
<td>Initiated</td>
<td></td>
</tr>
</tbody>
</table>

| Orientation training | Extended NIU is able to carry out activities in respective line ministries in conformity with EIF standards | Training report | x | $20,000.00 | Not started |

| Develop EIF work procedures for each participant | Each liaison officer is adhering to the EIF routines for EIF programme implementation in his/her respective institution | D/ICO validates the routines from each liaison officer | x x | $5,000.00 | Not started |

**Subtotal** | **$45,000.00** | **$ -** |
### Output 3: Support to Sub-Steering Committee on Trade, Trade Integration Strategy Implementation

<table>
<thead>
<tr>
<th>Program Objectives</th>
<th>Activities</th>
<th>Expected Outputs</th>
<th>Indicator</th>
<th>2010</th>
<th>2011</th>
<th>Budget</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>To service the regular meetings of the IC and SSC and ensure decisions are broadly communicated</td>
<td>Organize quarterly IC meetings</td>
<td>Decision are made at the policy level on the SWAp implementation</td>
<td>Meeting minutes</td>
<td>x</td>
<td>x</td>
<td>$3,000.00</td>
<td>Initiated</td>
</tr>
<tr>
<td></td>
<td>Organize and support SSC meetings</td>
<td>Decision are made at the policy level on the programme implementation</td>
<td>Meeting minutes</td>
<td>x</td>
<td>x</td>
<td>$2,000.00</td>
<td>Initiated</td>
</tr>
<tr>
<td></td>
<td>Circulate minutes and post info on web</td>
<td>The minutes are shared widely ensuring widespread info distribution</td>
<td></td>
<td>x</td>
<td>x</td>
<td>-</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td>Support to elevate SSC decisions to SC</td>
<td>Trade mainstreaming into national development policies is fed by up-to-date information</td>
<td>Regular high level workshops for line ministries on Aid-for-Trade and Trade mainstreaming</td>
<td>x</td>
<td>x</td>
<td>$15,000.00</td>
<td>Not started</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>$20,000.00</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>

### Output 4: Awareness Creation & Monitoring on EIF and SWAp for national stakeholders (private sector, public sector, capital and provinces)

<table>
<thead>
<tr>
<th>Program Objectives</th>
<th>Activities</th>
<th>Expected Outputs</th>
<th>Indicator</th>
<th>2010</th>
<th>2011</th>
<th>Budget</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>To raise awareness of different stakeholders on the importance of trade as an engine of growth and how EIF supports this</td>
<td>Develop EIF road show</td>
<td>NIU is able to plan the road show on basis of availability of recipients</td>
<td>Road show concept note</td>
<td>x</td>
<td></td>
<td>-</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td>Develop supporting materials</td>
<td>NIU officials are able to provide information in Khmer language on EIF and SWAp during road-show</td>
<td>Road show support materials in Khmer and/or English language</td>
<td>x</td>
<td>x</td>
<td>$7,500.00</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td>Pilot deliveries in 4 provinces</td>
<td>Awareness of opportunities under SWAp and EIF in particular is raised among the public</td>
<td>Delivery reports</td>
<td>x</td>
<td>x</td>
<td>$17,500.00</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td>Plan for rolling out programmes</td>
<td>Resources and inputs needed for the rolling out helps DICO to plan further outreach actions in other provinces</td>
<td>Rolling plan is validated by the EIF Focal Point</td>
<td>x</td>
<td></td>
<td>-</td>
<td>Not started</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>$25,000.00</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>

### Output 5: Support towards Preparation of Projects for Funding for Consideration under EIF Tier 2

<table>
<thead>
<tr>
<th>Program Objectives</th>
<th>Activities</th>
<th>Expected Outputs</th>
<th>Indicator</th>
<th>2010</th>
<th>2011</th>
<th>Budget</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>To support the implementation of the DTIS update recommendations using available funding under EIF Tier 2 category</td>
<td>Assess need for Tier 2 support</td>
<td>DICO is able to prepare ToR and plan inputs of consultants</td>
<td>A a need assessment is validated by the EIF FP</td>
<td>x</td>
<td></td>
<td>$2,500.00</td>
<td>Initiated</td>
</tr>
<tr>
<td></td>
<td>Proposal development</td>
<td>Proposals are developed together with DICO and executing agency</td>
<td>Proposals are endorsed by DICO and submitted to EIF FP</td>
<td>x</td>
<td></td>
<td>$15,000.00</td>
<td>Not started</td>
</tr>
<tr>
<td></td>
<td>Support to TAC2 review</td>
<td>Proposals are ready to be assess and endorse by TAC2</td>
<td>TAC2 meeting minutes</td>
<td>x</td>
<td></td>
<td>$500.00</td>
<td>Not started</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>$18,000.00</strong></td>
<td><strong>-</strong></td>
</tr>
</tbody>
</table>
### Output 6: Development of promotion and communication strategy and relevant tools

<table>
<thead>
<tr>
<th>Program Objectives</th>
<th>Activities</th>
<th>Expected Outputs</th>
<th>Indicator</th>
<th>2010</th>
<th>2011</th>
<th>Budget</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Update SWAp communication strategy</td>
<td>The communication strategy for the SWAp is endorsed</td>
<td>An action plan and budget are developed for the implementation of the strategy</td>
<td>x</td>
<td>$8,000.00</td>
<td>Initiated</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop and publish newsletters</td>
<td>Maintain stakeholders informed on SWAp and EIF achievements and progress</td>
<td>Newsletter is available in hard and softcopy and the electronic version is uploaded to the website</td>
<td>x x x</td>
<td>$5,000.00</td>
<td>Initiated</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Update SWAp website to include an EIF Corner</td>
<td>Higher visibility of the EIF programme through a bilingual portal</td>
<td>The website is ready and is officially launched with trained personnel to continuously provide support in term of website maintenance and database data entry</td>
<td>x x x</td>
<td>$1,000.00</td>
<td>Initiated</td>
<td></td>
</tr>
</tbody>
</table>

**Subtotal:** $14,000.00

### Output 7: Promotion of Cambodia’s TRTA and trade mainstreaming experience with other LDCs, increased exposure of NIU to AFT

<table>
<thead>
<tr>
<th>Program Objectives</th>
<th>Activities</th>
<th>Expected Outputs</th>
<th>Indicator</th>
<th>2010</th>
<th>2011</th>
<th>Budget</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Document Cambodia’s AidForTrade and Trade Mainstreaming Experience in preparation for the 3rd AFT Global Review</td>
<td>A case story in Cambodia is produced for the OECD/WTO and is delivered at the 3rd AFT Global Review</td>
<td>The document meeting OECD/WTO and UNDP criteria is delivered before the deadline and is presented at the AFT Global Review</td>
<td>x x x</td>
<td>$40,000.00</td>
<td>Initiated</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Foreign delegations are meeting relevant stakeholders and getting best practices on SWAp in the trade field in Cambodia</td>
<td>Cambodia's TRTA and IF experience is recognized as best practices</td>
<td>At least 2 delegations visit Cambodia to learn about its TRTA and EIF experience</td>
<td>x x</td>
<td>$4,000.00</td>
<td>Initiated</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Participation of Cambodian officials and PS representatives to international events</td>
<td>Cambodia's TRTA and IF experience is recognized as best practices</td>
<td>Mission report from Cambodian participants to international events</td>
<td>x x x</td>
<td>$17,200.00</td>
<td>Initiated</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Document Cambodia’s EIF experience for visiting delegations and international meeting participants</td>
<td>The promotion of Cambodia's experience no longer depends on direct visits to the country</td>
<td>A communication package is developed and reproduced in sufficient quantity</td>
<td>x x x</td>
<td>$5,000.00</td>
<td>Initiated</td>
<td></td>
</tr>
</tbody>
</table>

**Subtotal:** $66,200.00

### Output 8: Evaluation and international auditing of EIF Tier 1 programme

<table>
<thead>
<tr>
<th>Program Objectives</th>
<th>Activities</th>
<th>Expected Outputs</th>
<th>Indicator</th>
<th>2010</th>
<th>2011</th>
<th>Budget</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Prepare regular visits of UNOPS for M&amp;E purposes</td>
<td>Guidance on good governance and efficiency are provided and adhered to</td>
<td>Mission report from evaluators</td>
<td>x</td>
<td>$</td>
<td>Initiated</td>
<td></td>
</tr>
<tr>
<td></td>
<td>External auditing of EIF Tier 1 Project</td>
<td>The firm regularly audit the accounts and make recommendations on findings</td>
<td>Auditor report</td>
<td>x</td>
<td>$5,000.00</td>
<td>Initiated</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Update work plan and operations on basis of evaluation and audit reports</td>
<td>Improved implementation of the EIF fiduciary/financial components</td>
<td>New work plan taken recommendations into consideration is validated by EIF FP</td>
<td>x</td>
<td>$</td>
<td>Not started</td>
<td></td>
</tr>
</tbody>
</table>

**Subtotal:** $5,000.00
<table>
<thead>
<tr>
<th></th>
<th>OTHERS</th>
<th>TDSP</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>$317,700.00</td>
<td>$10,932.00</td>
</tr>
<tr>
<td><strong>spent 2010</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Grand Total:</strong></td>
<td><strong>$328,632.00</strong></td>
<td></td>
</tr>
</tbody>
</table>