



# Year 1 Annual Report

*Australia-Cambodia Cooperation for Equitable Sustainable Services  
(ACCESS)*

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**Cowater  
Sogema**

**Clear Horizon**

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# TABLE OF CONTENTS

<b>Acronyms and abbreviations</b> .....	<b>ii</b>
<b>Executive summary</b> .....	<b>iv</b>
<b>1 Operating context</b> .....	<b>1</b>
<b>2 Progress towards outcomes</b> .....	<b>3</b>
2.1 Progress towards EOPO-1 .....	3
2.2 Progress towards EOPO-2 .....	6
2.3 Coordination and collaboration .....	13
2.4 Policy dialogue: .....	13
2.5 Gender Equality and Social Inclusion (GESI): .....	14
2.6 Innovation and private sector engagement.....	14
<b>3 Overall performance towards annual plan</b> .....	<b>15</b>
<b>4 Program Management</b> .....	<b>17</b>
4.1 Operations .....	17
4.2 Competitive Investment Mechanism .....	19
4.3 Monitoring and Evaluation .....	20
4.4 Communication .....	22
4.5 Risk Management .....	23
<b>5 Learning and Adaptation</b> .....	<b>24</b>
5.1 Emerging issues, risks and challenges .....	24
5.2 Lessons learned .....	24
5.3 Considerations and Next Steps.....	25
<b>ANNEXES</b> .....	Error! Bookmark not defined.
<b>ANNEX 1: Program Budget and expenditure report</b> .....	<b>26</b>

## ACRONYMS AND ABBREVIATIONS

<b>Acronym</b>	<b>Definition</b>
<b>ACCESS</b>	Australia-Cambodia Cooperation for Equitable Sustainable Services
<b>ASC</b>	ACCESS Steering Committee
<b>AWP</b>	Annual Work Plan
<b>BFD</b>	Budget Formulation Department
<b>BSP</b>	Budget Strategic Plan
<b>CDPO</b>	Cambodian Disabled People's Organisation
<b>CEDAW</b>	Convention on Elimination of All Forms of Violence Against Women
<b>CIM</b>	Competitive Investment Mechanism
<b>CIMP</b>	Competitive Investment Mechanism Panel
<b>CRPD</b>	Convention on the Rights of Persons with Disabilities
<b>CSO</b>	Civil Society Organisations
<b>CWCC</b>	Cambodia Women's Crisis Centre
<b>CWS</b>	CowaterSogema
<b>DAC</b>	Disability Action Council
<b>DFAT</b>	Australian Department of Foreign Affairs and Trade
<b>DP</b>	Development Partner
<b>DPO</b>	Disabled Persons' Organisation
<b>DSA</b>	Daily Subsistence Allowances
<b>DWPD</b>	Department of Welfare for Persons with Disabilities
<b>EOI</b>	Expressions of Interest
<b>EOPO</b>	End of Program Outcome
<b>EVAW</b>	Eliminating Violence Against Women
<b>GBV</b>	Gender Based Violence
<b>GDA-MOI</b>	General Department Administration – Ministry of Interior
<b>GESI</b>	Gender Equality and Social Inclusion
<b>GTD</b>	General Tax Department
<b>HI</b>	Humanity and Inclusion
<b>HOF</b>	Head of Operations and Finance
<b>IO</b>	Intermediate Outcomes
<b>LAC</b>	Legal Aid Cambodia
<b>LFTW</b>	Light For The World
<b>LGBTQ</b>	Lesbian, Gay, Bisexual, Transgender and Queer
<b>LM</b>	Line Ministries
<b>MC</b>	Managing Contractor
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MEF</b>	Ministry of Economy and Finance
<b>MEL</b>	Monitoring, Evaluation and Learning
<b>MIS</b>	Management Information System
<b>MLMUPC</b>	Ministry of Land Management, Urban Planning, and Construction
<b>MOC</b>	Ministry of Commerce
<b>MOI</b>	Ministry of Interior
<b>MoLVT</b>	Ministry of Labour and Vocational Training
<b>MoSVY</b>	Ministry of Social Affairs, Veterans and Youth Rehabilitation
<b>MoWA</b>	Ministry of Women's Affairs
<b>MPA-PRC</b>	Minimum Package of Activities for the Provincial Rehabilitation Centres
<b>MSBC</b>	Minimum Standards of Basic Counselling
<b>MTBF</b>	Medium-Term Budget Framework
<b>NAPVAW</b>	National Action Plan to Prevent Violence Against Women
<b>NCDD-S</b>	National Committee for Sub-National Democratic Development
<b>NEA</b>	National Employment Agency
<b>NGO</b>	Non-Governmental Organisation

<b>Acronym</b>	<b>Definition</b>
<b>NDSP</b>	National Disability Strategic Plan
<b>NSSF</b>	National Social Security Fund
<b>PB</b>	Program Budget
<b>PDOWA</b>	Provincial Department of Women Affairs
<b>PEA</b>	Political Economic Analysis
<b>PFM</b>	Public Financial Management
<b>PoSVY</b>	Provincial Office of Social Affairs, Veterans, and Youth Rehabilitation
<b>PRC</b>	Physical Rehabilitation Centre
<b>PWDF</b>	Persons with Disabilities Foundation
<b>OSSC</b>	One Stop Services Centre
<b>RGC</b>	Royal Government of Cambodia
<b>SAF</b>	Social Accountability Framework
<b>SMT</b>	Senior Management Team
<b>SNA</b>	Sub-national Authority
<b>TA</b>	Technical Assistance
<b>TAF</b>	The Asia Foundation
<b>TL</b>	Team Leader
<b>TOR</b>	Terms of Reference
<b>TOT</b>	Training of Trainers
<b>TPO</b>	Transcultural Psychosocial Organisation
<b>TWGG-GBV</b>	Technical Working Group Gender - Gender Based Violence
<b>UNCRPD</b>	United Nations Convention on the Rights of Persons with Disabilities

## EXECUTIVE SUMMARY

The Australia-Cambodia Cooperation for Equitable Sustainable Services (ACCESS) Program is a three-year (2018-2021) initiative supported by Australia's Department of Foreign Affairs and Trade (DFAT) that aims to improve the sustainability, quality and inclusiveness of services in Cambodia for persons with disabilities and for women affected by gender-based violence (GBV). ACCESS builds on the leadership of the Royal Government of Cambodia (RGC) and existing RGC policies and strategies to Ending Violence Against Women (EVAW) and Disability Inclusion. The Program advances the achievements and lessons from more than a decade of collaboration between the Government of Australia, RGC and local partners on services and reforms to benefit vulnerable Cambodians.

ACCESS contributes to the goals of both the Australian and Cambodian governments related to the elimination of GBV, particularly violence against women and girls, and enhanced social and economic inclusion of persons with disabilities. ACCESS additionally supports RGC in fulfilling its mandate to the Convention on the Rights of Persons with Disabilities (CRPD) and the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) to provide opportunities to at-risk groups.

Year 1, which spanned the period from 16 September 2018 to 30 June 2019, focused on establishing strong relationships and formalising ways of working with RGC Program partners including the Ministry of Women Affairs (MoWA), the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MoSVY), the Ministry of Economy and Finance (MEF) and the Disability Action Council (DAC). Furthermore, this first year also focused on developing governance mechanisms, policies, principles and guidelines for the Competitive Investment Mechanism (CIM) allocation and implementation; developing ACCESS' Monitoring, Evaluation and Learning (MEL) Plan to collect and leverage credible data; and engaging in joint planning with prospective implementing partners to ensure that the Program's investments align with local needs and capacities, as well as the strategic priorities of ACCESS. This report demonstrates that these objectives were successfully met.

Being the first year of implementation for ACCESS, a key priority of Year 1 was the establishment of the Program governance in alignment with the DFAT-RGC subsidiary agreement, including the ACCESS Steering Committee (ASC) and the CIM Panel (CIMP). Other priorities of Year 1 included ensuring effective management and operations by institutionalising the Program's procedures, policies, and systems, and component strategies, plans, and tools; finalising recruitment of unfilled positions; and completing the registration of CowaterSogema in Cambodia. Furthermore, this report has been developed to provide evidence and details on ACCESS' progress towards expected outcomes as they relate to the following sections.

### *Section 1- Operating context*

During the reporting period, MoWA and MoSVY have advanced the formulation of the National Action Plan to Prevent Violence Against Women (NAPVAW III) and the National Disability Strategic Plan (NDSP 2), providing critical guidance to ACCESS' planning processes. Possible changes in the legal framework have been announced with an upcoming amendment of the Law on the Promotion of the Rights of Persons with Disabilities and a review of the Domestic Violence Law. All governance mechanisms of ACCESS have been established in order to ensure the appropriate level of engagement from appointed counterparts at MoWA, DAC/MoSVY and MEF.

### *Section 2- Progress towards Outcomes*

This section outlines progress towards ACCESS' two End of Program Outcomes (EOPO): (1) MoSVY, MoWA and DAC plan and utilise RGC resources more effectively for GBV and disability-related services, with guidance from MEF; and (2) RGC, CSO and private sector

sustainably improve the coverage, quality and inclusiveness of services for persons with disabilities and women affected by GBV.

In relation to improving budget processes, key progress included the following:

- DAC revised its Program baseline to reflect its activities;
- DAC and DWPD conducted review of performance indicators used in the Budget Strategic Plan (BSP) documentation;
- DAC improved its timeliness and content in preparing Program Budget (PB) tables using standard MEF templates;
- ACCESS identified opportunities for increasing Sub-national Administrations' (SNA) attention to sector strategy priorities during budget formulation; and
- ACCESS identified opportunities for monitoring SNA social spending.

In relation to improving coverage, quality and inclusiveness of services, key progress included the following:

- MoWA and DAC led the formulation of NAPVAW III and NDSP 2 with active contribution from ACCESS;
- MoWA committed to support the establishment of multisectoral working groups at the sub-national level;
- DWPD organised a first consultation on national guidelines for inclusive vocational training and employment;
- MoWA reviewed the VAW chapter of the Cambodia Gender Assessment;
- MoWA master trainers received training on the Minimum Standards for Basic Counselling (MSBC);
- 80 staff from DAC, MOSVY and PWDF received training on disability inclusion;
- 74 DPOs developed a joint statement to advocate for economic opportunities;
- ACCESS thematic and geographic priorities have been identified under MOWA and MOSVY/DAC leadership;
- Grantees selection is completed to support NAPVAW III and NDSP 2; and
- Joint planning with Ministries, stakeholders and prospective grantees took place on NAPVAW III and NDSP2 priorities.

ACCESS' GESI strategy was also completed and submitted during the reporting period (April 2019), and received subsequent approval July 2019. The strategy seeks to ensure that ACCESS, in all its work, demonstrates a gender-sensitive and disability-inclusive approach that engages and empowers those who can often be marginalised or ignored. During Year 1 implementation, ACCESS worked to align its approach with its GESI principles.

### *Section 3- Overall performance towards annual plan*

This section summarises Year 1's overall performance against the Annual Work Plan (AWP) by classifying the current status of each intermediary outcomes (IO) (i.e. on track, partially off track, or delayed), and identifying achievements and further recommendations for progress. Out of 18 Year 1 objectives, 11 are on track, 6 are partially off track and one is delayed.

### *Section 4- Program Management*

This section presents progress relative to operations, grant management, Monitoring and Evaluation (M&E), communication and risk management. During Year 1, the ACCESS Program office in Cambodia has been registered, and all systems, processes and policies to support program implementation have been operationalised as per the DFAT approved ACCESS Operations Manual. The CIM manual was finalised in February 2019, and the call for expressions of interest was announced at the Program launch and published on 21 March 2019. As a result, 14 implementing partners were pre-selected by the CIMP in May and joined the collaborative planning process from June onwards.

Additionally, the MEL framework and MEL plan were developed and socialised with government counterparts and partners and work is underway to initiate the joint planning processes, implement learning and reflection, and formulate tools for data collection. Risks have been identified, including working in a rapidly changing environment and the impact of this on the availability and engagement of RGC counterparts. This has been exacerbated by the announced phasing out of the daily subsistence allowances (DSA) payment to RGC staff. During this period, the ACCESS team invested critical efforts in building RGC ownership and clarifying the Program's approach and principles.

#### *Section 5- Learning and adaptation*

During Year 1, some challenges/lessons learned identified include the need for advance planning; long lead time and strong relationships to effectively work and engage with government counterparts; the delayed engagement of the PFM team with counterpart ministries resulting in slow progress on PFM achievements; and ACCESS being a very ambitious Program with tight timeline requiring reality checks and reflection on achievable outcomes.

# 1 OPERATING CONTEXT

Since the Program commencement, MoWA and DAC have made progress in reviewing their strategic frameworks. A first consultation workshop on NDSP 2 took place in December 2018 and was followed by regular working sessions of a drafting core group including relevant DAC and MoSVY stakeholders, the United Nations Development Programme (UNDP) and ACCESS. A two-day workshop was organised in March to finalise the review of all ten strategic objectives and a first draft of the strategic plan was developed. Further consultations will be organised, and it is expected that NDSP 2 will be launched by the Prime Minister in December 2019.

Similarly, a first consultation on NAPVAW III was organised with members of the Technical Working Group - Gender Based Violence (TWGG-GBV), in December 2018. Provincial level consultations were initiated in May 2019 with support from UN Women and a second consultation meeting was organised in June 2019. ACCESS will support MoWA in implementing its NAPVAW III M&E framework. NAPVAW III is expected to be completed in the third quarter of 2019.

These two strategies will be the guiding documents for the implementation of ACCESS. No significant changes are expected in terms of priorities set by these new strategies and the consultations on ACCESS' workstreams provided a good overview of the priorities for the two sectors.

In recent months, MoWA confirmed its willingness to engage in a review of the Domestic Violence Law and DAC decided to amend the Law on the Promotion of the Rights of Persons with Disabilities. The National Accessibility Guidelines have additionally been endorsed by MoSVY and the Ministry of Land Management, Urban Planning and Construction (MLMUPC), and will be launched in September 2019.

A summary of other relevant Disability and GBV policies that have recently been updated include the following:

- The 2019 National Census, including the Washington Group's questions on disability, is currently being finalised. Amendments to the Law on the Protection and Promotion of the Rights of Persons with Disabilities is in progress; and a draft is expected to be ready by the end of 2019. One objective of the amendment to this law is to align with the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) that the RGC ratified in 2012;
- In June 2019, the Prime Minister endorsed new members to DAC, including three Disabled Persons' Organisations (DPOs), representing sensory, vision and physical impairments; and one internal organization, Light For The World (LFTW);
- Relevant announcements to the GBV sector were made by the Prime Minister during the International Women's Day celebrations, including (1) the allocation of funds to the Bar Association (through the National Council for Women and Children), providing support to women affected by GBV, and (2) the mobilisation of a new fund to support lawyers providing free services to vulnerable women.

In establishing ACCESS partnerships, the counterpart Ministries have confirmed their participation in governance mechanisms. MoWA, MoSVY, MEF and DAC have delegated officials to participate in the ASC, CIMP and have identified the ACCESS focal points.

Implementing partners have been identified through an open call for expressions of interest (EOIs), with the intention of commencing implementation in Year 2. The composition of the ACCESS portfolio ensures comprehensive expertise and provides wide geographic and thematic coverage to achieve ACCESS outcomes. One of the major challenges for ACCESS is that RGC's current budget cannot accommodate the required daily subsistence allowances



(DSA) , requiring Program flexibility to consider supporting some DSA cost during a transition period where RGC resources are not yet available.

Building on the extensive consultation process with key stakeholders including government partners during the inception phase, ACCESS benefits from a high level of engagement with appointed ACCESS counterparts at MoWA, DAC/MoSVY and MEF. These Ministries demonstrate strong ownership and commitment in providing guidance to the implementation of ACCESS. MEF's support has been instrumental in advancing the ACCESS PFM agenda and the Ministry sees ACCESS' technical assistance (TA) as beneficial. Target ministries engagement in PFM-related activities has been uneven resulting in challenges for ACCESS PFM technical advisors to provide the adequate level of support. MEF, however, continues to pursue improvements in results-based program budgeting, with a long-term objective of performance-informed budgeting. MEF's 2020-2022 BSP circular was issued in early April 2019, including relatively minor changes. More significant changes are anticipated for the next budget formulation round in 2020, based on existing draft instructions for integrating BSP and PBprocesses, and MEF plans to introduce a Medium-Term Budget Framework (MTBF) establishing a three-year "budget baseline".

## 2 PROGRESS TOWARDS OUTCOMES

### 2.1 Progress towards EOPO-1

**MoSVY, MoWA and DAC plan and utilise RGC resources more effectively for GBV and disability-related services, with guidance from MEF.**

**Key achievements:**

- DAC revised its Program baseline to reflect its activities;
- DAC and DWPD conducted a review of performance indicators used in BSP documentation;
- DAC improved its timeliness and content in preparing PB tables using standard MEF templates;
- ACCESS identified opportunities for increasing SNA attention to sector strategy priorities during budget formulation; and
- ACCESS identified opportunities for monitoring SNA social spending.

Adequacy of progress towards outcome - **Partially off track**

The assessment of progress towards the EOPO-1 outcome as *being “partially off track”* primarily reflects the *variability of reliable evidence of progress across the full scope* of core ACCESS target entities (i.e. MoWA, MoSVY and DAC). It is to note that the Year 1 ACCESS Program implementation period (September-June 2019) led to a “narrower” basis for assessment of progress towards EOPO-1 and budget processes were not yet completed at the time of the development of this report.

With respect to “internal” budget processes (IO-1.1), the period of active ACCESS Program engagement during Year 1 covers only the *strategic planning* (BSP) and *budget preparation* (PB) phases of RGC’s annual PFM/budget cycle; forming the basis for progress assessment, with no specific attention given to *resource utilisation*.

Furthermore, the formulation of two *new* sector strategies (NAPVAW III and NDSP 2) was preliminary throughout Year 1, limiting the scope of active inter-ministerial advocacy efforts.

Challenges impacting progress against the EOPO-1 outcome, included:

- Fiscal constraints** leave little “fiscal space” for budget requests to support (non-salary) activity-based spending. This also creates a risk of “competition” for funding between various entities within the LM.
- There is a limited effective “uptake” of Program-based budgeting**, with actual budget practices and decisions deeply rooted in a ‘traditional’ input-based approach focusing on “economic” categories of spending (salaries, administrative costs, external services, social benefits, etc.).
- Accountability for the performance of assigned functions is weak**, as a result of a system that focuses on “compliance” over critical thinking, learning and implementing new approaches.

Assessing expectations for progress in Year 1 towards the medium-term EOPO-1, provides substantive evidence of progress in relation to IO-1.1, noting the impact of timing for formulation of NAPVAW III and NDSP 2 on progress towards IO-1.2. Further available evidence shows one core RGC stakeholder, DAC, achieving the most substantive progress towards IO-1.1, and, to a lesser extent, DWPD and MoSVY.

### 2.1.1 Intermediate Outcome 1.1

#### **MoWA, MoSVY and DAC more effective in preparing, proposing and defending their budget needs related to NAPVAW and NDSP.**

Improvement in the effectiveness of internal budget processes is evident in the BSP and PB documentation for DAC, DWPD, and, to a lesser extent, MoSVY. Positive results include:

- i. Upgrading DAC and DWPD's *activity clusters* to *sub-program* status
- ii. Better aligning budget line items to the relevant sector strategy
- iii. Revising performance indicators
- iv. Stronger BSP documentation for the internal budget negotiation Improved timeliness of BSP and BP preparation
- v. Internal MoSVY BSP negotiations involving both the Finance Directorate and Technical Directorate resulted in *preliminary* agreements for proposed budget increases from 296.5 million riel in FY2019 to 450.0 million riel in FY2020 for DAC; from 3,691.8 million riel to 4,531.8 million riel for DWPD and from 9,095.5 million riel to 9,998.0 million riel for PWDF

During Year 1, (September 2018- June 2019), the PFM team engaged in activities to identify and confirm key priorities for the PFM engagement strategy. As a result, outputs included a comprehensive situation analysis report, a capacity building strategy (including a detailed Year 1 work plan and activity matrix), and a description of Year 2 and 3 PFM activities. Key activities during Year 1 included:

- i. The ACCESS team provided a range of technical support activities contributing to the progress of targeted RGC counterparts towards IO 1.1, including Ministry-wide BSP workshops (April) and PB workshops (June) for both MoSVY and MoWA, supporting MEF's presentation of guidelines, extensive Q&A, guidance from respective LMs' senior management, presentations about the RGC PFM framework (for both BSP & PB) and practical exercises undertaken by departmental participants;
- ii. Consultations to provide strategic advice and "hands-on" technical support on both BSP & PB preparation to MoSVY management, including the Finance Directorate, Technical Directorate, DWPD and DAC;
- iii. Briefings for MEF Budget Formulation Department (BFD) management and technical staff on BSP formulation processes and documentation for both MoSVY and MoWA;
- iv. Coordination with Development Partner (DP) stakeholders: the United Nations Children's Fund (UNICEF), UNDP, and UN Women; to provide joint technical support to MoWA, MoSVY & DAC for both budget processes during BSP & PB preparation (IO-1.1) and inter-ministerial advocacy efforts by MoWA and DAC (IO-1.2).

### 2.1.2 Intermediate Outcome 1.2

#### **MoWA, MoSVY and DAC advocate more effectively for line Ministry implementation of the NAPVAW and NDSP respectively.**

Though progressing towards more effective advocacy for RGC-funded resourcing across designated LMs for NDSP and NAPVAW activities (IO-1.2), formulation of both strategies has not coincided with the MEF-led annual budget cycle for FY2020 budget preparation. Draft action plans have only recently been completed, too late to support an active advocacy effort over the most intense period of BSP and PB preparation (April-June). Designation of specific LMs responsible for core activities is ongoing, though the draft NDSP-2 action plan does include a proposed designation.

There is evidence of both DAC and MoWA taking action to begin advocacy efforts among LMs, Sub-National Authorities (SNAs) and Provincial Departments; however, it is too early to

determine, on the basis of clear, comprehensive and reliable evidence, whether the effectiveness of these initial advocacy efforts can be considered an improvement relative to past efforts (for the preceding NAPVAW II or initial NDSP-1). Both DAC and MoWA conducted stakeholder workshops (in June) with inter-ministerial and subnational entity participation, at which financing issues were included on the respective agendas. Only the NDSP-2 workshop provided significant discussion for RGC-funded financing, information gathering about FY2020 budget plans among LM and subnational stakeholders, and MEF participation. There is limited evidence to suggest this DAC advocacy event motivated stakeholder action on their respective FY2020 budget proposals.

Finally, it is important that both MoWA and MoSVY/DAC FY2020 budget proposals provide substantive evidence that the two coordinating entities (MoWA and DAC) have taken steps to secure more substantive budget allocations to support corresponding responsibilities (activities) for essential coordination, technical support, M&E and reporting functions during NAPVAW III and NDSP-2 implementation.

The ACCESS team provided a range of technical support activities contributing to the progress of RGC counterpart entities against IO 1.2, including the following:

- i. Support for DAC's NDSP-2 workshop with inter-ministerial and targeted provincial departments, as well as provincial administration participation, focusing on PFM/budget-related issues, with additional engagement from MEF, the Ministry of Interior (MoI) and the National Committee for Sub-National Democratic Development (NCDD-S);
- ii. Consultations with MEF's BFD to raise awareness on NDSP & NAPVAW;
- iii. Consultations with MEF/ General Department Sub-National Administration Finance NCDD-S and the General Department Administration – Ministry of Interior (GDA-MoI) to improve awareness of NDSP & NAPVAW and identify opportunities for increasing SNA attention to sector strategy priorities during budget formulation, and monitoring SNA social spending;

## 2.2 Progress towards EOPO-2

### **RGC, CSO and private sector sustainably improve the coverage, quality and inclusiveness of services for persons with disabilities and women affected by GBV.**

#### **Key achievements:**

- MoWA and DAC have led the formulation of NAPVAW III and NDSP 2 with active contribution from ACCESS;
- MoWA committed to support the establishment of multisectoral working groups at the sub-national level;
- DWPD organised a first consultation on national guidelines for inclusive vocational training and employment;
- MoWA reviewed the VAW chapter of the Cambodia Gender Assessment
- MoWA master trainers received training on the Minimum Standards for Basic Counselling (MSBC);
- 80 staff from DAC, MoSVY and PWDF received training on disability inclusion
- 74 DPOs developed a joint statement to advocate for economic opportunities
- ACCESS thematic and geographic priorities have been identified under MoWA and MoSVY/DAC leadership;
- Grantees selection is completed to support NAPVAW III and NDSP 2, including quality assurance of proposals and grantee due diligence; and
- Joint planning with Ministries, stakeholders and prospective grantees on NAPVAW III and NDSP 2 priorities is well engaged.

Adequacy of progress towards outcome – **On track**

At the end of Year 1, it is too early to provide evidence of progress towards achieving EOPO-2. Tangible results are evidenced in relation to strengthened coordination and leadership from MoWA and DAC in developing and implementing their respective sector strategy. These include the following:

- i. Both MoWA and DAC conducted broad stakeholder consultations in the context of preparing NAPVAW III and NDSP 2. There are signs of strong ownership in preparing these two sector strategies, with drafting processes and content being guided by DAC and MoWA's management teams.
- ii. Both sectors prioritise access to services for vulnerable groups. DAC identified access to employment, rehabilitation, coordination and strategy monitoring as priorities for the next five years. NAPVAW III's second strategic objective focuses on service delivery and multisectoral coordination. In addition, five vulnerable groups, including women with disabilities, women from ethnic groups, Muslim women, elderly women and LGBTQ (Lesbian, gay, bisexual, transgender and queer) have been identified.
- iii. MoWA committed to establish subnational multisectoral GBV working groups in new geographic areas (Kampong Cham, Tboung Khum, Siem Reap, Preah Sihanouk and Rattanak Kiri).
- iv. The Department of Welfare for Persons with Disabilities (DWPD) initiated the drafting of its national guidelines for inclusive vocational training and employment.
- v. The national accessibility guidelines have been approved by MoSVY and the Ministry of Land Management, Urban Planning and Construction (MLMUPC).

At the service delivery level, ACCESS is on track in terms of identifying key interventions to improve the coverage, quality and inclusiveness of services for persons with disabilities and women affected by GBV. Fourteen partners were shortlisted to take part in the joint planning process and thirteen will begin project implementation in September 2019 with progress likely observable towards the end of Year 2. Achievements to date include:

- i. ACCESS' Steering Committee (ASC) identified and endorsed priorities for both workstreams. In early July, the collaborative planning process was well engaged, and activities to be supported through CIM and direct technical assistance from ACCESS were identified.
- ii. The selected portfolio, approved by the ASC in August, provides good coverage of ACCESS' outcomes and priorities. A comprehensive combination of skills and expertise were mobilised, positioning the Program to achieve its IOs.
- iii. The proposed portfolio provides a comprehensive set of interventions in the three priority provinces: Kampong Cham, Kampong Speu and Siem Reap. Gaps have been identified for IO 2.4 (transition of rehabilitation services to PWDF) and IO 2.6 (local development and social accountability).
- iv. Collaborative planning workshops organised in June helped build relationships between RGC sector leads and implementing partners, as well as across implementing partners. Discussions occurred regarding common approaches, complementarities and synergies.

Challenges that may impact progress towards EOPO-2, include the following:

- i. Despite good levels of ownership and commitment of key government counterparts in leading the production and implementation of NAPVAW and NDSP, the development process and consultation mechanisms remain dependant on development partners' (DPs) financial support (UN Women and UNFPA for NAPVAW and UNDP for NDSP). Similarly, there are expectations that coordination mechanisms at both the national and subnational levels will continue receiving support from DPs.
- ii. Establishing ACCESS priorities took longer than expected, mostly due to the additional time invested in securing ownership and establishing a positive working relationship at the Program onset. These delays result in a shorter implementation period, which should be taken into account when finalising targets and workplans.
- iii. Two risks have been identified during the collaborative planning processes that could negatively impact ACCESS' ability to reach its outcomes. The first is the payment of Daily Subsistence Allowances (DSA) to RGC counterparts. ACCESS' principle to hold RGC responsible for paying DSAs is challenged by the timing of the budget process, as well as different levels of awareness of RGC entities that will be engaged in the Program. Possible consequences can range from delays in implementation to complete blockage of crucial capacity building activities. The second risk is the potential of overwhelming RGC staff, with the high concentration of activities in ACCESS' three priority provinces. These issues are being considered and possible solutions will be proposed to the ASC.

### **2.2.1 Gender Based Violence**

During the inception phase, the GBV workstream focused on strengthening relationships with MoWA, understanding changes to the GBV context in Cambodia, and identifying priorities to support ACCESS through its various mechanisms.

Achieved during this reporting period was the development of a collaborative component plan through consultations with MoWA, members of TWGG-GBV, and planning sessions with ACCESS' implementing partners.

A Situation Analysis was conducted, including lessons learned, best practices, gaps in the Ending Violence Against Women (EVAW) Program, as well as new contextual developments, such as the recommendation from RGC Prime Minister to establish One Stop Service Centres (OSSC) in provincial hospitals.

A thorough consultation process with MoWA counterparts and key stakeholders including UN agencies, civil society organisations (CSO), and line ministries helped identify GBV workstream priorities that were presented to the ASC on 7 March 2019. These included:

- Improve coordination and referral networks at the national and subnational levels
- Increase access to justice for women survivors of violence
- Promote quality health care for women subjected to violence
- Increase access to essential social services
- Focus on vulnerable groups

April-June 2019 was an intense planning period to further define MoWA's immediate priorities, the provision of technical assistance (TA) and the selection of seven GBV workstream implementing partners.

### **2.2.1.1 Intermediate Outcome 2.1**

#### **Government adopts and service providers operationalise essential service standards for women affected by GBV.**

During Year 1, ACCESS provided direct support to MoWA through guidance on existing essential service standards. This included:

- i. Capacity building for newly recruited MoWA officials on the Minimum Standards of Basic Counselling (MSBC) for Women and Girl Survivors of GBV. The MSBC Training of trainers (TOT) was completed successfully from 19-21 June 2019 with strong support from MoWA management, including H.E Hou Samith and H.E Nhean Sochetra. The Deputy Director of the Social Development Department, Ms. Sar Sineth, co-facilitated the training with ACCESS' GBV Lead.
- ii. To further capacity development during Years 2 and 3, a capacity assessment was jointly conducted by ACCESS and MoWA.
- iii. Ongoing coaching and technical support to management and technical staff at MoWA was provided by the GBV Lead.
- iv. ACCESS supported the cost of printing MSBC books (15,000 books), MSBC training manuals (500), MSBC posters (25 sets of 23 posters), key message boards (25 sets), and Referral Guidelines (15,000 books). These will be used by MoWA, the Provincial Department of Women Affairs (PDOWA) and ACCESS' implementing partners.
- v. Priority support to MoWA in Year 2 has been discussed and agreed upon based on identified gaps in MoWA's BSP and PB for FY2020 and CIM GBV workstream grantees' proposed activities.

Relevant implementing partners have been identified to support priority interventions that relate to accessing GBV services and have been supported in finalising their individual proposals. The GBV component plan was developed with MoWA and pre-selected CIM grantees based on NAPVAW and ACCESS priorities.

Two implementing partners, CARE and the United Nations Population Fund (UNFPA), will support the implementation of the National Guidelines on Management for victims of GBV in the health sector in the provinces of Kampong Cham, Tboung Khmum, Preah Vihear and Stung Treng (UNFPA) and Ratanak Kiri (CARE).

Legal Aid Cambodia (LAC) will support access to legal services in the provinces of Kampong Speu (KSpeu) and Siem Reap (LAC). The Asia Foundation will support MoWA in developing a training curriculum for the Khmer Bar Association, conduct research on mediation, and support information collection on court case management. UN Women will support finalisation of mediation guidelines and develop corresponding training curriculum/tools. The Transcultural

Psychosocial Organisation (TPO) will strengthen provisions of psychosocial counselling in Siem Reap and Kampong Cham. Cambodia Women's Crisis Centre (CWCC) will support access to legal and psychosocial services in Kampong Speu, Siem Reap, Phnom Penh, Kampong Cham, Prey Veng, Thbong Khmum, Takeo, Kampong Chhnang, Kampong Thom and Preah Vihear.

### **2.2.1.2 Intermediate Outcome 2.2**

#### **MoWA improves multi-sectoral referral and coordination networks at national and subnational levels.**

ACCESS directly supported MoWA in improving multisectoral coordination through the following:

- i. ACCESS' GBV Lead gave input on the NAPVAW III draft and supported MoWA in facilitating discussions on strategy 2 during consultations on NAPVAW III with TWGG-GBV members on 25 June 2019.
- ii. With support from ACCESS, MoWA conducted an internal consultation on CGA's Chapter on Violence Against Women on 21 May 2019.
- iii. MoWA requested support from ACCESS to mobilise technical assistance to strengthen its monitoring capacity and trial the implementation of NAPVAW III. Initial Terms of References (TORs) included support to develop NAPVAW's M&E framework but is being revised following discussions with MoWA, UN Women and UNFPA to focus on the development of tools and capacity building of TWGG-GBV secretariat for implementation of the NAPVAW M&E framework. The consultant's recruitment is underway.
- iv. MoWA requested ACCESS' support to identify best practices in the establishment of GBV working groups at subnational levels, providing a practical guide to support the Provincial Department of Women's Affairs and grantees in establishing new provincial and district GBV working groups.

In addition, all seven selected implementing partners have identified interventions to strengthen coordination and referral networks at national and/or subnational levels.

UN Women will support national TWGG-GBV and clarify roles for subnational GBV multisectoral working groups. CARE in Ratanak Kiri and UNFPA in Tbong Khmum, Kampong Cham, Preah Vihear and Stung Treng, will support the establishment of new GBV working groups; while other implementing partners will strengthen existing coordination mechanisms. The Asia Foundation (TAF) will support the coordination of PDOWA in Siem Reap and Kampong Cham.

### **2.2.2 Disability**

During the reporting period ACCESS focused on strengthening relationships with government and non-government stakeholders, understanding changes to the disability context in Cambodia since ACCESS' design and identifying priorities and geographical focus for the ACCESS Program.

Key achievements during the reporting period consisted of identifying priorities in the disability workstream of ACCESS with guidance from government counterparts and consultations with key stakeholders from the Disability sector. These key priorities were endorsed by the ASC on 7 March 2019 and included the following:

- i. DAC more effectively advises and coordinates NDSP-2 implementation:
  - a. Support development, finalisation and dissemination of NDSP-2 and other guidelines such as national accessibility guidelines.



- b. Support amendment of the “Law on the Protection and Promotion of the Rights of Persons with Disabilities”.
  - c. Strengthen national and subnational coordination mechanisms, including the development of clear ToRs, an AWP and a budget plan (BP).
  - d. Improve the collection of disability data and methodologies for existing surveys and data management systems.
- ii. PWDF independently manages physical rehabilitation centres (PRCs) handed over by International Organisations/Non-Governmental Organisations (IOs/NGOs) to:
    - a. Develop a roadmap for the transition of rehabilitation services from NGOs to RGC based on the PWDF-NGOs five-year physical rehabilitation transition plan.
    - b. Develop PRC’s Minimum Package of Services that include: Staff management; Service quality assurance; Financial management and cost recovery; Procurement procedures, including a standardized list of equipment and production materials; Data management; etc.
    - c. Build capacity of PWDF in rehabilitation management and in operationalising the PRC’s Minimum package of Services.
    - d. Demonstrate effective coordination and referral models including identification, referral and intervention.
  - iii. Ministries, public and legal entities, including private sector, increasingly provide economic opportunities to people with disabilities:
    - a. Support capacities of DWPD to provide guidance to other Ministries, public entities, private sectors and others to fulfil obligations stated in the relevant legal documents.
    - b. Establish inclusive employment coordination mechanisms at national and subnational levels.
    - c. Encourage employers and vocational training centres to become more inclusive.
    - d. Support entrepreneurship of persons with disabilities, improve self-esteem and employability skills of persons with disabilities and increase their access to information of existing opportunities.

April-June 2019 was an intense planning period to further define the implementation of activities directly supporting DAC/MoSVY’s immediate priorities, provision of TA, and the selection of seven disability workstream implementing partners. Furthermore, during this reporting period, the Disability workstream contributed technically and financially to activities directly related to the following IOs.

### **2.2.2.1 Intermediate Outcome 2.3**

#### **DAC more effectively advises and coordinates NDSP-2 implementation.**

ACCESS directly supports DAC by effectively advising and coordinating the implementation of NDSP-2 by:

- Contributing technical inputs to the development of NDSP-2 (2019-2023) through a two-day national workshop in December 2018, a two-day workshop with key line-ministries in April 2019 and participation in weekly NDSP core working group meetings since January 2019. To date, most sections of NDSP-2 have been consolidated, including the M&E table presenting strategic objectives, key activities, timetables and responsible line-ministries/institutions. Relevant to ACCESS, the NDSP-2 strategic objectives include:

- Obj1-promoting economic conditions through increased access to appropriate employment;
- Obj2-promoting quality and sustainability of health and rehabilitation services; Obj9-ensuring gender equality of women and girls with disabilities;
- Obj10-strengthening coordination and quality of disability data.

The revised deadline for finalising and launching NDSP-2 will be in December 2019 at the International Day of Persons with Disabilities and will be presided over by the Prime Minister.

- Supporting the layout and printing of the National Physical Accessibility Guidelines jointly adopted by MoSVY and MLMUPC.
- Collaboration with CDPO to provide a two-day Disability Inclusive Development training to government counterparts at the management level from 11- 12 May 2019. The training provided practical guidance on their responsibility to design and implement policies and programs that specifically target, or are inclusive of, persons with disabilities. A total of 41 participants, including DAC's Secretary General, DWPD and PWDF attended.
- Development of a clear collaboration plan for June-December 2019, identifying areas to advance key priorities for DAC; including the finalisation of NDSP-2, consultations on the revision of the disability law, finalisation of the CRPD report and a study tour to learn about regional good practices on disability coordination.

Some implementing partners have confirmed plans to implement priority interventions relating to disability coordination. These include UNDP, who will support the finalisation and monitoring of NDSP-2 in Years 2 and 3, and coordination capacities at the provincial level in collaboration with Light For The World (LFTW). Humanity and Inclusion (HI) will help DAC disseminate its accessibility guidelines and develop relevant training packages. LFTW will provide support to DWPD in establishing relevant coordination systems around inclusive vocational training and employment.

#### **2.2.2.2 Intermediate Outcome 2.4**

##### **PWDF more independently manages PRCs handed over by International Organisations/NGOs.**

The drafting of a capacity development plan for PWDF was delayed and will be completed in Year 2 with the finalisation of the rehabilitation transition roadmap, the PWDF strategy and the development of a minimum package of activities for PRCs (MPA-PRC). During the reporting period:

- i. PWDF drafted its five-year strategic plan, providing a good basis to guide capacity-building interventions.
- ii. ACCESS Program team met with PWDF and HI to discuss the development of the PRC Minimum Package of Services and upcoming interventions. These include standardising the PRC package of services, developing rehabilitation financing procedures and mechanisms, and standardizing the PRC data management system.
- iii. Data on service provision at 11 PRCs was collected through PWDF to be used for ACCESS baseline data. A total of 27,264 clients were registered at the 11 PRCs in 2018, of these 26% were female. In addition, PWDF data collection system generates client-related information by age group, category of services and province.

Two implementing partners were pre-selected to support priority interventions in the rehabilitation sector, HI and Krousar Thmey. Krousar Thmey decided not to submit a full

proposal in order to collect lessons from its current project on screening children with hearing impairments; risking the achievement of IO 2.4. Some gaps are identified in the rehabilitation sector including the need to support human resource development and to analyse key learning from the current experience of a private fee-based rehabilitation clinic. This will be raised with the ASC, and options considered to fill this gap or revise the IO will be discussed.

### **2.2.2.3 Intermediate Outcome 2.5**

#### **Ministries, public and legal entities, including private sector, increasingly provide economic opportunities to person with disabilities.**

ACCESS' direct support to stakeholders in advancing inclusive employment has included the following:

- i. Technical and financial support to DWPD to organise a consultation workshop from 4-5 June 2019 regarding national guidelines of vocational training and employment. Participants included 25 representatives from the Provincial Office of Social Affairs, Veterans and Youth Rehabilitation (PoSVY), Ministry of Labour and Vocational Training (MoLVT), the National Employment Agency (NEA) and DPOs representatives.
- ii. Technical and financial support provided to CDPO to hold a national DPO network meeting on 25 June 2019 in order to raise awareness on economic opportunities and develop joint statements for advocacy purposes with government ministries. 91 participants attended, including 74 DPOs from 23 provinces, signing a joint statement including six recommendations.

The CIM process resulted in the selection of four implementing partners to promote economic opportunities for persons with disabilities. This should allow ACCESS to achieve IO 2.5.

LFTW and CDPO will collaborate with DWPD to develop a training manual/toolkit to promote inclusive vocational training and employment, establishing employment coordination networks at national and subnational levels. Support will be provided to improve job readiness for persons with disabilities, including access to vocational opportunities and employers in five provinces: Kampong Speu, Kampong Cham, Siem Reap, Kratie and Battambang.

Agile Development Group and Chamroeun Microfinance Plc. will support business incubators, and access to financial literacy training and adapted financial services. This will take place in target areas across Kampong Speu, Kampong Cham, Siem Reap, Battambang and Phnom Penh (specific locations to be established following an assessment).

### **2.2.3 Cross-cutting**

ACCESS encouraged CIM grants' applicants to demonstrate strong intersectionality and consider cross-cutting elements such as PFM, social accountability and local inclusive development in their proposals. However, EOIs focusing on intersectionality or cross-cutting themes were not selected due to the limited availability of funds. This was highlighted as a weakness in the current portfolio and will be considered by the ASC in July 2019.

Two of the submitted EOIs on cross-cutting elements were put on a reserve list; one (from ADD International) focused on ensuring disability inclusiveness of GBV services, and the other (Voluntary Service Overseas) focused on PFM and support to social accountability.

A collaborative planning process with implementing partners identified potential synergies between the two ACCESS workstreams. These will be further explored during the final planning workshop on 16-17 July.

### **2.2.3.1 Intermediate Outcome 2.6**

#### **Subnational authorities and CSOs promote inclusive and gender responsive commune investment plans and engage in existing social accountability mechanisms.**

During the reporting period, the ACCESS team met with Mol and NCDD to better understand the decentralisation and de-concentration process, learn more about the second phase of implementing the Social Accountability Framework project (I-SAF) and identify potential areas for collaboration.

Four selected implementing partners (UNDP, HI, CARE and CWCC) proposed activities to support the inclusion of GBV and Disability-related activities into commune investment plans. CARE will explore links with I-SAF in Year 3 of ACCESS.

## **2.3 Coordination and collaboration**

Building positive relationships with the Cambodian government has been a strong priority during the first months of ACCESS. This took place both within ACCESS' governance mechanisms and through regular bilateral meetings.

The ASC met for the first time on 7 March 2019. During this meeting, ASC members agreed on the ToRs proposed for the committee as well as the program logic, workstream priorities, geographic focus and the Competitive Investment Mechanism (CIM) process. Recommendations for program strategies were provided, and relevant documents updated accordingly.

The Competitive Investment Mechanism Panel (CIMP) met for the first time on 26 February 2019 to clarify its role and responsibilities, and discuss and validate the CIM process, including assessment criteria (for submission to ASC). Members reached agreement on the CIMP ToRs, the CIM selection process, timeframe, selection criteria and assessment tools. The second CIMP meeting took place on 16 May 2019 where members agreed on a recommended list of 14 implementing partners to take part in the collaborative planning process. The third meeting of the CIMP is scheduled for 19 July 2019 and will provide recommendations to the ASC on the final composition of the CIM portfolio, including budget allocation.

The two workstream Working Groups have not been formally established, due to the complexity of formally bringing together members from several different ministries. Not having formed these Working Groups provided some flexibility in moving forward with priority setting and the collaborative planning process, however it resulted in less visibility over government ownership in the planning process.

At the completion of Year 1 it has been observed that RGC counterparts are becoming or have the potential to become overwhelmed given the pace and scope of the Program. If momentum is to be maintained, this needs to be carefully considered, and interventions may need to be revised to ensure that RGC counterparts are fully engaged in each step of the process. In order to maintain MoWA and DAC/MoSVY's ownership during the implementation phase of ACCESS, the Working Groups will have to be formalised.

## **2.4 Policy dialogue:**

As mentioned above, ACCESS participated intensely in the formulation of NAPVAW III and NDSP 2. The ACCESS Disability lead took part in the NDSP core drafting team for NDSP 2 and the ACCESS GBV Lead was engaged in all consultations for the NAPVAW III.

Additionally, ACCESS supported consultation on the draft national guidelines for inclusive vocational training and employment and also supported CDPO to organise its annual congress. The key output from the CDPO annual congress was joint recommendations for DPOs, from 25 provinces to the RGC in promoting rights of persons with disability for employment.

ACCESS technical leads and senior disability and GBV advisers are providing regular support and advise to MoWA, MoSVY and DAC teams as requested/required.

## **2.5 Gender Equality and Social Inclusion (GESI):**

The ACCESS GESI strategy was been completed during the reporting period and approved in July 2019. The strategy advocates for an intersectional approach which includes, but is not limited to applying a disability lens to gender-based violence (GBV) programming and a gender lens to disability programming. It is designed to complement the existing ACCESS workstreams and seeks to ensure that ACCESS, in all its work, demonstrates a gender-sensitive and disability-inclusive approach that engages and empowers those often marginalised or ignored.

An operationalisation plan of the DFAT approved GESI strategy will be developed during Year 2 in order to provide clear guidance to the ACCESS team and implementing partners.

Beside developing the GESI strategy, ACCESS has taken the following actions to align its approach with its principles:

1. Ensuring that ACCESS office is accessible to persons with disabilities and conducting an accessibility audit to further improve office accessibility standards
2. Include GESI principles in ACCESS operations manual in relation to reasonable accommodation, anti-discrimination policy and recruitment procedures
3. Conducting workshops and meetings in accessible venues and providing sign language translation, and documents in braille as needed
4. Ensuring communication material adopts minimum accessibility standards such as colour contrast, font size, left alignment, etc.,
5. Ensuring involvement of DPOs in all consultations
6. Include principles of equity and social inclusion as a criteria for the CIM selection process
7. Ensuring a gender balance in team recruitment and composition of ACCESS governance bodies
8. Ensuring data disaggregation is included in key performance indicators

## **2.6 Innovation and private sector engagement**

Through the CIM, ACCESS was able to solicit EOIs from private sector entities, with innovative features in their proposals. Two private sector entities have been selected to spearhead interventions on promoting economic livelihood for persons with disabilities including having focus on capacity building on financial literacy and management, and entrepreneurship.

Innovation was a criteria for the grantee selection process. Innovative approaches proposed by implementing partners included, among others, the use of digital disability data to identify persons with disabilities interested in engaging in economic activities and the development of a digital case management system for GBV.

### 3 OVERALL PERFORMANCE TOWARDS ANNUAL PLAN

#### IO 1.1 – MoWA, MoSVY and DAC more effective in preparing, proposing and defending their budget needs related to NAPVAW and NDSP.

Y1 Objectives	Current Status	Comments
Clear short-term and long-term priorities to build PFM capacities of MoWA, MoSVY and DAC.	On track	Situation analysis and PFM strategy completed.
Quality of 2020 BSP and Program Budgets of MoSVY, MoWA and DAC as assessed by MEF have improved compared to the previous year.	Partially off track	Budget process for FY 2020 not yet completed. Limited engagement from MoWA.

#### IO 1.2 – MoWA, MoSVY and DAC advocate more effectively for line Ministry implementation of NAPVAW and NDSP, respectively.

Y1 Objectives	Current Status	Comments
Clear short-term and long-term priorities to build PFM capacities of MoWA, MoSVY and DAC.	On track	Situation analysis and PFM strategy completed.
Facilitation of intra-ministerial dialogue.	Partially off track	Dialogue facilitated on NDSP. Delayed for MoWA and dependant on interest of MoWA to engage.

#### IO 2.1 – Government adopts, and service providers operationalise, essential service standards for women affected by GBV.

Y1 Objectives	Current Status	Comments
Clear short-term and long-term priorities for the GBV workstream identified.	On track	NAPVAW and ACCESS GBV workstream priorities finalised and endorsed.
Dissemination material and/or events supported for NAPVAW III and other relevant guidelines developed and disseminated.	On track	Key material reprinted (MSBC and referral guidelines).
Roles of key stakeholders and their contribution to the NAPVAW objectives clarified.	On track	Collaborative planning process well advanced and to-be-completed in July.
Activities to be supported by CIM are agreed upon and presented to the CIMP. Grant agreements are prepared.	Partially off track	Process ongoing. Some delays.

#### IO 2.2 – MoWA improves multi-sectoral referral and coordination networks at national and subnational levels.

Y1 Objectives	Current Status	Comments
Collaborative planning process will include relevant activities to support improved coordination and referral networks.	On track	Good level of support covered through CIM and direct TA.
ACCESS will support MoWA to implement immediate priorities/gaps in coordination at the national level.	On track	Implemented as planned and included Support to NAPVAW III development, and ToT MSBC.

**IO 2.3 – DAC more effectively advises and coordinates NDSP-2 implementation.**

<b>Y1 Objectives</b>	<b>Current Status</b>	<b>Comments</b>
Clear short-term and long-term priorities for the Disability workstream identified.	On track	NDSP and ACCESS Disability workstream priorities finalised and endorsed.
Key stakeholders have been engaged and government stakeholders' ownership promoted.	On track	Continuous attention is required to maintain adequate engagement from RGC counterparts.
Roles of key stakeholders and their contribution to the NDSP objectives are clarified.	On track	Collaborative planning process well advanced and to-be-completed in July.
Activities to be supported by CIM are agreed upon and presented to the CIMP. Grant agreements are prepared.	Partially off track	Process ongoing. Some delays.

**IO 2.4 – PWDF more independently manages PRCs handed over by International Organisations/NGOs.**

<b>Y1 Objectives</b>	<b>Current Status</b>	<b>Comments</b>
PWDF capacity development drafted.	Delayed	Discussions took place and needs are identified. The capacity development plan is not formalised.

**IO 2.5 – Ministries, public and legal entities, including private sector, increasingly provide economic opportunities to persons with disabilities.**

<b>Y1 Objectives</b>	<b>Current Status</b>	<b>Comments</b>
Roles of key stakeholders and their contribution to the NDSP objectives around employment are clarified.	On track	Collaborative planning process well advanced and to-be-completed in July.
Activities to be supported by CIM are agreed upon and presented to the CIMP. Grant agreements are prepared.	Partially off track	Process ongoing. Some delays.

**IO 2.6 – SNAs and CSOs promote inclusive and gender responsive commune investment plans and engage in existing social accountability mechanisms.**

<b>Y1 Objectives</b>	<b>Current Status</b>	<b>Comments</b>
Activities to be supported by CIM are agreed upon and presented to the CIMP. Grant agreements are prepared.	Partially off track	Process ongoing. Some delays.

## 4 PROGRAM MANAGEMENT

### 4.1 Operations

#### 4.1.1 Office Establishment and Operations Set-Up

Y1 Objective	Current Status
Completing registration of the ACCESS Program Office in Cambodia.	Completed
Establishing Program office in Cambodia.	Completed
Establishing systems, processes and policies to support Program implementation; and orienting and training the team on these.	Completed
Operationalising the Program's procedures, policies, and systems.	On track
Refining the procedures, policies and systems to fit the evolving context.	On track

The branch office of CowaterSogema in Cambodia was registered with the Ministry of Commerce (MOC) in October 2018. Patent registration to the General Tax Department (GTD) was completed in early July 2019. The request for tax exemption was submitted to the Council for Development in Cambodia mid-March and is being processed. All documentation to support registration with MOLVT, work permits and registration with the National Social Security Fund (NSSF) has been submitted.

The Operations Manual was submitted to DFAT on 15 October 2018. Human resources, Finance and Procurement processes have been established. The ACCESS team has been oriented and trained on these and on CowaterSogema's code of ethics, fraud policy, child protection and sexual harassment policies in March 2019.

A second mission from CowaterSogema's Financial Controller took place late June to provide additional training and coaching to the newly recruited Senior Finance Officer and to review and adjust the Operations Manual, as needed.

#### 4.1.2 Finance

For this reporting period, fees and expenditures invoiced amounted to AUD 1,913,729.92. The forecasted budget for this period was AUD 2,308,692.00 (ACCESS inception report March 2019), resulting in a 17% variance.

This variance is a result of delays in the recruitment of certain locally-engaged staff as well as TA. For example, resources for the development of the Management Information System (MIS) and NAPVAW's M&E framework were recruited during this reporting period, however, the implementation of these activities was scheduled for the following fiscal year. Additionally, some workshops required rescheduling as a result of limited availability of key Ministries.

Despite the variance, the Program does not envision any permanent savings but rather a reallocation of funds to the next fiscal year in order to ensure the adequate implementation of activities.

Furthermore, during this period, the Program successfully selected 14 implementing partners and began the due diligence process for each partner in order to minimise and mitigate risks within the grants component of ACCESS. Following the successful completion of these partner and sub-partner reviews, the Program will enter into partnership agreements with clearly defined expectations, processes and procedures, and conduct a thorough induction training for partners to further mitigate any potential risk.



Finally, the managing contractor (MC) will perform an internal audit of Year 1 during the period of October–December 2019 to further review financials and compliance to CowaterSogema and DFAT policies and procedures. This audit provides an opportunity to monitor and build on the two financial oversight missions that took place in March and June 2019.

**4.1.3 Personnel**

Y1 Objective	Current Status
Mobilising SMT and TA.	Completed
Finalising recruitment of unfilled positions.	Delayed
Staff induction on Manual and component strategies, plans, and tools.	Completed

Positions recruited during Year 1 include:

- Head of Operations and Finance (HOF)
- MEL Manager
- GBV Lead
- Disability Lead
- Communications and Learning Specialist
- Program Coordinator
- Senior Grant Management Officer
- Senior Finance Officer
- Intern in MEL

A logistic and administration officer was hired in February 2019 but did not complete the probation period. The position was re-announced, and recruitment is being finalised. Recruitment of an office assistant/receptionist was also delayed due to an insufficient number of applicants.

Technical adviser positions were mobilised during the inception phase, including the Strategic Disability and Social Inclusion Adviser, the Strategic GBV Adviser, the International PFM Adviser and the Political Economy Analysis (PEA) Adviser.

The short-term TA pool leveraged a local PFM specialist, a Gender Equality and Social Inclusion (GESI) specialist, and an Events and Communications Adviser, to inform strategy under the PFM workstream, develop the Program’s GESI Strategy, and support the public launch of the Program, respectively. Additional short-term TA is being mobilised to support the design of ACCESS’ Monitoring Information System (MIS), to support MoWA in implementing its NAPVAW M&E framework and to conduct the baseline study on service accessibility, quality and uptake.

The ACCESS team is being reassessed to better respond to current and emerging Program needs. This includes considerations to recruit a Deputy Team Leader and possibly a second Program Coordinator once the CIM-supported interventions have started.

## 4.2 Competitive Investment Mechanism

Y1 Objective	Current Status
Developing CIM Manual.	Completed
Launching EOIs.	Completed
Conducting due diligence checks.	Delayed
Validating proposals for grantees.	Delayed

The CIM Manual was developed and submitted to DFAT on 31 January 2019. Discussions took place with MoWA and DAC for their input on the development process as well as principles around partner selection. The CIM key features, process, timeframe and assessment criteria were discussed with members of the CIMP on 26 February 2019 and endorsed by ASC on 7 March 2019.

It was agreed to delay the launch of the call for proposals to give additional time for partner engagement and the identification of workstream priorities. It was crucial to focus on building a strong sense of ownership from our key partners and obtain their full buy-in and involvement.

The selection of partners followed principles of equality, transparency, and cost-effectiveness in order to ensure a diverse group of grantees were selected to address a range of barriers that the Program's beneficiaries encounter.

The call for EOIs was announced during the Program launch on 21 March and the selection process will be completed early August.

ACCESS ensured that information provided by applicants during the selection process was kept confidential and used only for the purpose of selecting and evaluating the EOIs. All members involved in the screening and assessment of the EOIs and full proposals signed a Statement of Fairness and Information Confidentiality before evaluating the EOIs.

The ACCESS team undertook initial administrative checks (eligibility assessment) and conducted a first screening of the EOIs. CIMP members were then involved in assessing the EOIs and further recommended a list of 14 implementing partners.

Among the 39 EOIs received:

- 2 were rejected at the eligibility check stage due to non-compliance with EOI requirements.
- 15 were rejected after the first technical assessments.
- 22 were shortlisted for presentation to the CIMP.
- 14 were selected to take part in a collaborative planning process.
- 2 were proposed to be kept in reserve should negotiations with selected partners fall through.
- 13 submitted full proposals (first week of July)
- 12 are currently undergoing the due diligence process (except CARE who is accredited by DFAT)

Tentative budget allocations approved by ASC in August 2019 are summarised in the table below.

#	Applicant	Partners	ACCESS Workstream	Budget allocation (AUD)*
1	UN Women	MoWA and CSO (TBC)	GBV- Coordination	400,000
2	UNFPA	MOH and MoWA	GBV- coordination and Health services	400,000
3	The Asia Foundation	Bar association Cambodia, CCHR and Women Peace Maker	GBV- Access to Justice	300,000
4	CARE	GADC, CDPO	GBV- Coordination and Health services; CIP	350,000
5	TPO	LAC; Louvain Cooperation	GBV- Counselling	300,929.75
6	CWCC	ADD, Govt. at subnational level	GBV- Coordination and access to services	400,000
7	LAC	None	GBV- Coordination and ACCESS to Justice	350,000
8	UNDP	DAC, CDPO, LFTW	Disability- National and subnational Coordination; CIP	500,000
9	Light for the World	MoSVY, Essential Personnel Cambodia	Disability- Employment	297,134
10	Humanity and inclusion	Bathey DPO/Self Help Groups, PWDF, DAC	Disability- Rehabilitation, employment and CIP	500,000
11	CDPO	Banteay Srey and DPOs, MoSVY and DAC	Disability- Employment	497,360
12	Agile Development Group	PPCIL, EEPD, CDPO, She Investment	Disability- Entrepreneurship	171,897
13	Chamroeun Microfinance	Good Return, HI, Agile Development group	Disability- Access to microfinance	233,151

### 4.3 Monitoring and Evaluation

Progress on MEL priorities described in the Year 1 Annual Work Plan is summarised below. Due to timeline changes for component planning and implementation, there have been 2-3 month delays in operationalising the MEL Plan. The MEL system, however, is still on track to commence generating useful data for Program stakeholders in a timely manner.

\*

Key achievements in MEL are as follows:

- MEL framework and plan have been developed, consulted and socialised with the government counterparts.
- Component joint planning for both GBV and disability workstreams and cross-workstreams has been initiated with a series of workshops
- A number of data collection tools have been developed.
- Data collection for baseline for EOPOs has been planned awaiting finalisation of component joint planning.

## Finalise and socialise MEL system

Y1 Objective	Current Status
Finalise MEL Plan by the end of March.	Completed
Continue to build a shared understanding within ACCESS, RGC, DFAT and other primary audiences of the MEL system about how it aims to meet their information needs, opportunities for them to shape it and responsibilities for implementation.	On track

To promote stakeholder ownership and use of the MEL framework, ACCESS developed the Program logic and MEL Plan during the inception phase and Year 1. This included a review of the Program Logic, elaboration of the MEL approach, a MEL Scoping workshop, development and revision of the MEL framework, preparation of MEL Planning Workshop, and finalising the MEL Plan (submitted to DFAT in June). MEL Plan submission occurred three months behind schedule, but this will not impact the Program's ability to capture baseline data after component plans are finalised. The longer timeframe also enabled broad engagement and buy-in to the MEL Plan from its primary audiences. The MEL Plan is awaiting DFAT's feedback and/or approval.

## Component joint planning

Y1 Objective	Current Status
Support facilitation of component design and planning processes for the development of light, clear and evidence-informed component logics and MEL Plans which align with overall ACCESS Program logic.	On track

Although delayed, a rapid process of component design is underway with DFAT, RGC and grantee partners; leading to the finalisation of project plans in July 2019. Following the selection of 14 grantee partners, a workshop with these partners, DFAT and RGC was conducted on 31 May 2019 to orient all partners on ACCESS' Program outcomes, principles and the MEL framework. Two subsequent workshops were conducted in June 2019 for the disability and GBV components to discuss priorities, develop collective component plans, and review individual project plans and templates. These workshops were designed to promote the coordination of activities and synergies within and across workstreams, and to support agreement on shared principles. A workshop to finalise the partners' plan is scheduled for July 16-17 2019. Once finalised, the plans will be consolidated and presented to the CIMP committee and ASC for endorsement.

## Establish learning and adaptation processes

Y1 Objective	Current Status
Begin to embed learning and reflection processes to support Program adaptation (in line with ACCESS principles of innovative, adaptive management and learning).	On track

The MEL Plan describes various processes for learning and reflection using after-action reviews following key events, monthly context updates, periodic political economy reflections, and a six-monthly reflection workshop. The Program implemented after-action reviews for the ACCESS Launch in March 2019 and the workshop introducing partners in May 2019. A further after-action review of the planning workshop series will be conducted in July 2019. A political economy reflection discussion was also held in November 2018 and will be repeated in Year 2.

In addition, monthly context updates have been conducted, with reflections to be compiled and considered as part of the Program’s first six-monthly reflection workshop in July.

**Design initial data collection instruments**

Y1 Objective	Current Status
Design and trial data collection instruments, prioritising those that require early implementation.	On track

The MEL Plan (Volume 2) includes guidelines and data collection instruments for several methods e.g. stories of significant change, and key deliverable assessments. Design of instruments for other methods is underway e.g. partnership surveys. Remaining instruments and associated indicator technical notes will be designed in Year 2; reflecting the dependency of this work on the finalisation of component and project plans.

**Scope Management Information System**

Y1 Objective	Current Status
Based on MEL Plan, prepare MIS concept. (Full design will occur following completion of Component MEL Plans).	Delayed

Recruitment of an international consultant for MIS scoping is complete, with work to commence in late July 2019. Though later than originally intended, MIS will be in place to support the storage, analysis and use of baseline data.

**Goal and EOPO baseline data collection**

Y1 Objective	Current Status
Conduct goal and EOPO level baseline data collection, as prescribed by MEL Plan.	Delayed

The timeline for baseline data collection has shifted to reflect the timing of project planning and implementation. A revised timeline is included in the MEL workplan, and progress is on track. For example, recruitment of consultants is underway for the Service Access, Quality and Uptake Study, and monitoring of Service Administrative Provider Data.

**4.4 Communication**

From the early stages of the Program, clear communication protocols were defined between the ACCESS Team and the DFAT in-country team to promote a collaborative working relationship. These protocols included initial weekly meetings to touch base on the Program as well as focused discussions on Partnership principles.

Regular communication with RGC counterparts has also been maintained, beside the formal governance mechanisms.

A Communication and Public Affairs Strategy was submitted to DFAT in mid-November 2018 as part of to the ACCESS Operations Manual and the ACCESS branding guidelines were also finalised in February 2019.

The ACCESS website was active by early March and regularly updated since. The Program Launch took place on March 21<sup>st</sup> with high-level presence including the Australian Ambassador, Minister for Social Affairs, Veterans and Youth Rehabilitation and President of the Disability Action Council, Minister for Women's Affairs and the Under Secretary of State, Ministry of Economy and Finance.

#### **4.5 Risk Management**

During Year 1 key risks and corresponding mitigation measures have been updated on a quarterly basis.

Risks relevant to Year 1 implementation included:

- 1) The risk of disengagement from partner Ministries due to limited absorptive capacity and financial and human resources. The first year required intense involvement of government counterparts from MoWA, DAC and MoSVY in leading the prioritisation and planning process, which was crucial to build positive relationships and sufficient ownership over the Program
- 2) The limited engagement or lack of awareness of non-target ministries in relation to PFM reform efforts within the social sector (specifically Disability and GBV), continues to pose a risk of insufficient budget allocation to support the NDSP and NAPVAW. ACCESS has supported MoWA to advocate across LMs for the integration of NSDP and NAPVAW interventions in their program budget.
- 3) The Program's position that RGC contribute to DSA and the disallowance of fund transfers to target ministries led to some initial resistance and commitment to Program interventions. This was and will continue to be mitigated through building positive relationships and promoting government ownership over Program decisions and allowing a transition period for the phasing out of DSA.
- 4) Risks associated to financial management, child protection and other safeguarding policies have been carefully considered when developing program operations and in developing grant management procedures including due diligence processes.
- 5) Certain elements of the Program design are ambitious and may not be realized within the three-year time frame. Implementing partners will be supported to regularly review their plan and closely monitor activities.

## 5 LEARNING AND ADAPTATION

### 5.1 Emerging issues, risks and challenges

- The ACCESS Program is operating in an environment of significant and ongoing contextual changes, providing numerous opportunities and challenges. The Program intends to have an adaptive management approach and has in place mechanisms for conducting ongoing context analysis and identifying implications. The Program will need to continue investing in understanding these changes and being responsive to capitalize on opportunities as they arise.
- There have been varying levels of engagement around PFM work across counterparts. The team needs to constantly look for opportunities where counterparts are willing to engage, including at the sub-national level.
- With limited communication between the RGC counterparts responsible for each stream, and a tendency to work in silos, there have been challenges integrating PFM and technical work. ACCESS will work with DFAT to propose changes to the ACCESS governance structures to bring the technical and PFM counterparts together.
- In the disability sector, RGC recently announced its project to combine all disability-related government entities under one umbrella organisation and to construct an OSSC outside Phnom Penh in Kandal Province. ACCESS will continue to work closely with the Ministry to consider how the Program can positively engage with this new initiative.
- Managing the DSA will continue to require support from the ACCESS team. It will be important to share learnings across the partners on how to encourage RGC to allocate DSA for projects.
- There have been several changes in personnel amongst many of the ACCESS partners, including RGC counterparts. This can cause disruptions when new people are not familiar with ACCESS' work and relationships need to be built. The ACCESS team will continue to invest in developing relationships with existing and new counterparts and ensure that partners understand the Program.
- The current ACCESS counterparts are high-level government staff. As senior officials, it can be difficult to find time to focus on ACCESS' work. The Program will thus seek to develop relationships with working-level staff to facilitate day-to-day engagement and to build their capacity.
- An ongoing challenge is the weakness in data around M&E, and the lack of systems and structures for ongoing data collection. As a result, the Program will need to invest in building systems and capacity in order to support ACCESS' MEL and the information needs of the sectors overall.
- Specific risks have been identified in relation to the interventions proposed for CIM funding. Besides the DSA risk mentioned above, there is an important risk of overwhelming RGC counterparts at both national and subnational levels. While supporting implementing partners in finalising their proposals, this will need to be carefully considered. The ACCESS Program team will encourage implementing partners to devise realistic and feasible plans.

### 5.2 Lessons learned

- New ways of working under ACCESS, such as the need for NGOs to align with the NAPVAW and NSDP government plans, are difficult for government partners and ACCESS grantees to understand. Working with partners and explaining the Program approach has required more engagement from the ACCESS team than expected.
- ACCESS' initial design did not consider including relevant PFM counterparts from the two target Ministries in the program governance structure nor did it identify MOWA and MOSVY PFM focal points to work with ACCESS PFM advisors. This has created some

additional challenges related to governance and coordination and has led to some delays around activities.

- Strong relationships with counterparts are critical to the success of the Program. ACCESS needs to continue investing time in working closely with RGC, including through joint planning and reporting.
- ACCESS is an ambitious Program with tight timelines, and as a result, the workload and pace have been significant in this first year and likely to continue as such. Additional human resources will be required to ensure ACCESS achieves its outcomes.
- The Program is dependent on the availability of government counterparts. Planning ahead and allowing extra lead time for activities are crucial.
- Providing clarity to partners is critical to ensure ACCESS can achieve its outcomes especially given the tight timelines.

### **5.3 Considerations and Next Steps**

- The ACCESS MEL team continue to support the overall team to conduct ongoing context analysis;
- Consider changes to the governance structures to better reflect ACCESS PFM work;
- Invest more in engaging with RGC at a subnational level and build relationships with lower-level counterparts in central Ministries;
- Continue to invest in communicating with the grantees and our government counterparts on ACCESS' approach and priorities. Look at new approaches to communications, including by using RGC online communication channels, such as their Facebook pages;
- Work from the offices of the Government Ministry counterparts regularly;
- Continue to invest in strong Program planning, including lots of lead time for activities;
- Recruit more staff to manage the workload and ensure the Program remains on track;
- As part of the component learning agendas, share lessons learned around attracting partner financing and encouraging RGC to allocate funds for DSA;
- Continue to invest in building M&E capacity amongst partners, including systems development and the ability to use and manage those systems.



## ANNEX 1: Risk Management Matrix

Risk Category	Objective/s	Risk No	Risk (what will prevent you achieving the objective/s?)	- Existing Controls (what is currently in place?)	Consequence	Likelihood	Risk Rating	Is risk rating acceptable? Y/N	Proposed Treatments (- If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
Results	Improved accessibility and quality of services; Improved budget processes	1	Poor absorptive capacity, and limited financial and human resources of target ministries at national and sub-national levels may lead to disengagement from partner ministries and overwhelming sub-national level government entities.	<ul style="list-style-type: none"> <li>- Partner Ministries took part in joint component planning process.</li> <li>- Proposals assessed as too ambitious and posing a risk to overwhelm RGC counterparts have been revised and the scope of the interventions reduced.</li> </ul>	<b>Moderate</b>	<b>Likely</b>	<b>High</b>	No	<ul style="list-style-type: none"> <li>- The ACCESS field team will work closely with target ministries and the relevant sub-national entities to identify realistic targets and to build internal MEL systems which can support timely and sound decision-making.</li> <li>- Both NGOs / CSOs and government will be supported through ACCESS to realise more collaborative and effective working relationships and greater coordination across sectors, to address sector-wide capacity in a comprehensive way.</li> <li>- ACCESS management team will discuss coordination mechanisms at the sub-national level in October. Regular (likely quarterly) coordination meetings will ensure plans are discussed and harmonized among ACCESS Partners in the three priority provinces (Kampong Cham, Kampong Speu and Siem Reap).</li> <li>- Partners may organise joint assessments and learning events. Some technical training may also be organised jointly.</li> </ul>	<b>Program Team</b>	<b>Moderate</b>	<b>Possible</b>	<b>Medium</b>
Results/Partnership	Improved sustainability of quality, inclusive services; Improved budget processes	2	Unclear division of roles among RGC agencies, Program team and/or implementing partners could impact the quality of interventions.	<ul style="list-style-type: none"> <li>- Clear communication channels and clarification of respective roles have been established with Counterpart</li> </ul>	<b>Moderate</b>	<b>Possible</b>	<b>Medium</b>	No	<ul style="list-style-type: none"> <li>- Maintain open communications around progress and expectations.</li> <li>- Organise meetings and joint planning to encourage dialogue and coordination between RGC agencies, Program Team and/or implementing partners.</li> </ul>	<b>Program team, IPs and DFAT</b>	<b>Minor</b>	<b>Unlikely</b>	<b>Low</b>

Risk Category	Objectives	Risk No	Risk (what will prevent you achieving the objective/s?)	- Existing Controls (what is currently in place?)	Consequence	Likelihood	Risk Rating	Is risk rating acceptable? Y/N	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
				<p>Ministries during Inception.</p> <ul style="list-style-type: none"> <li>- The joint planning process helped clarifying the respective roles of RGC and ACCESS implementing partners in the implementation of the agreed NAPVAW and NDSP priorities.</li> <li>- Partnership agreements include clear roles and responsibilities of parties to the agreement, against which performance can be monitored.</li> </ul>									
Results	Improved budget processes supporting services for persons with disabilities and for women affected by GBV	3	Lack of commitment and/or knowledge of non-target ministries in relation to PFM reform efforts within the social sector (specifically Disability and GBV), may lead to inadequate budget allocation to	<ul style="list-style-type: none"> <li>- Engagement with MEF confirmed the strong interest and buy-in from this Ministry in supporting the ACCESS PFM approach.</li> <li>- The Program's ongoing political economy analysis will help to determine</li> </ul>	<b>Moderate</b>	<b>Likely</b>	<b>High</b>	No	<ul style="list-style-type: none"> <li>- Continue to engage MEF at high levels (e.g., through participation in the ASC).</li> <li>- ACCESS PFM team will pay careful attention to ensure that proposed interventions are fully aligned with PFMRP and BSRS priorities and timeframe.</li> <li>- Work closely with RGC agencies and DFAT to determine entry points and strategies to engage with key actors and to promote the importance of target sectors.</li> </ul>	<b>Program team/DFAT</b>	<b>Moderate</b>	<b>Likely</b>	<b>High</b>

Risk Category	Objective/s	Risk No	Risk (what will prevent you achieving the objective/s?)	- Existing Controls (what is currently in place?)	Consequence	Likelihood	Risk Rating	Is risk rating acceptable? Y/N	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
			support NDSP and NAPVAW.	key pressure points, strategic entry points and strategies to engage with actors who may block progress.									
Results	Increased accessibility of quality services for persons with disabilities and for women affected by GBV	4	Certain elements of the Program design are ambitious and may not be realized within the 3-year time frame.	<ul style="list-style-type: none"> <li>- The Program Logic review during the Inception Phase resulted in the modification of some intermediate outcomes.</li> <li>- Proposals assessed as too ambitious and posing a risk to overwhelm RGC counterparts have been revised and the scope of the interventions reduced</li> <li>- Joint component planning has helped clarify priority interventions, eliminate overlap between implementing partners and refine scope, as needed.</li> </ul>	Minor	Likely	Medium	Yes	<ul style="list-style-type: none"> <li>- Ensure regular communication, outline challenges and openly discuss expectations with DFAT.</li> <li>- Good-quality MEL, appropriate policy linkages, and promising partnerships with potential for early wins will ensure progress towards meeting expected outcomes.</li> <li>- ACCESS management team to ensure, wherever possible, the scope of the program is contained (geographic, number of partners, and range of activities).</li> </ul>	Program team and DFAT	Negligible	Possible	Low

Risk Category	Objectives	Risk No	Risk (what will prevent you achieving the objective/s?)	- Existing Controls (what is currently in place?)	Consequence	Likelihood	Risk Rating	Is risk rating acceptable? Y/N	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
Results / Reputation	Improved sustainability of quality, inclusive services	5	DFAT's objective for RGC contribution to DSA and no fund transfers to target ministries may result in government officials' lack of participation and commitment to Program interventions.	<ul style="list-style-type: none"> <li>- During the Inception Phase, consensus was reached between Counterpart Ministries and the Program on standard operating procedures, roles and responsibilities which will mitigate future expectations regarding fund transfers.</li> <li>- ACCESS Steering committee members agreed in August 2019 to consider payment of DSA during a transition period until end of 2020, for activities presenting a high risk of inability to achieve ACCESS outcomes, in cases where RGC is still not able to provide DSA.</li> <li>-</li> </ul>	Moderate	Likely	High	No	<ul style="list-style-type: none"> <li>- Identify appropriate mechanisms for how ACCESS can contribute to RGC priorities and continue to monitor and adapt its management of Program approaches to the changing context.</li> <li>- The ACCESS team will closely monitor this risk and the interactions between partners and government officials and will document issues to discuss with DFAT.</li> <li>- ACCESS PFM team and implementing partners will work closely with DAC, MEF, MOWA and provincial authorities to ensure allocation of sufficient budget from RGC for DSA for 2021 and subsequent years.</li> <li>- Implementing partners will consider organizing training and workshops close to trainees' locations, embed additional content in existing RGC training and organise joint training, where possible.</li> </ul>	Program team and DFAT	Moderate	Possible	Medium

Risk Category	Objectives	Risk No	Risk (what will prevent you achieving the objective/s?)	- Existing Controls (what is currently in place?)	Consequence	Likelihood	Risk Rating	Is risk rating acceptable? Y/N	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
Results	Improved sustainability of quality, inclusive services	6	The focus on intersectionality may be insufficient/missed due to the fact that no proposal focusing on intersectionality passed the selection process.	<ul style="list-style-type: none"> <li>- The CIM expressions for interest guidelines encouraged applicants to present activities to promote intersectionality.</li> <li>- During the collaborative planning process, the ACCESS team and implementing partners identified possible collaboration across actors from both workstream</li> </ul>	Minor	Possible	Medium	Yes	<ul style="list-style-type: none"> <li>- Specific activities to promote intersectionality will be identified by ACCESS and its implementing partners in the first year of implementation and additional resources made available as needed.</li> </ul>	Program team and IPs	Minor	Unlikely	Low
Results/Reputation	Improved sustainability of quality, inclusive services for persons with disabilities	7	The recent RGC decision to review the overall disability coordination structure, and to expand the role of DAC brings a new set of priorities for DAC that may lead to potential delays in Program implementation and reputational risks.	<ul style="list-style-type: none"> <li>- ACCESS Disability Lead facilitated a discussion among key disability stakeholders to provide joint inputs and/or voice concerns about the new structure and communicate with MOSVY/DAC.</li> </ul>	Moderate	Likely	High	No	<ul style="list-style-type: none"> <li>- Closely monitor the implementation of the new structure.</li> <li>- Be flexible in the planning of activities.</li> <li>- Promote high-level engagement of DFAT and UNDP with DAC leadership to ensure alignment with international frameworks (UNCRPD/ASEAN Master Plan/Incheon Strategy).</li> <li>- ACCESS will support a study tour for DAC to learn about good practices in disability Coordination in Australia.</li> </ul>	Program team and IPs	Moderate	Possible	Medium

Risk Category	Objective/s	Risk No	Risk (what will prevent you achieving the objective/s?)	- Existing Controls (what is currently in place?)	Consequence	Likelihood	Risk Rating	Is risk rating acceptable? Y/N	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
Results	Improved sustainability of quality, inclusive services for persons with disabilities	8	Implementation and quality of activities could be compromised due to limited capacities of local DPOs who may also be overwhelmed with new activities from ACCESS partners.	- DPOs took part in joint planning process and raised their concerns and shared their suggestions	Minor	Possible	Medium	No	<ul style="list-style-type: none"> <li>- UNDP will assess local DPOs' capacity to identify development needs in the last quarter of 2019 (Oct-Dec).</li> <li>- Implementing partners will provide additional training to local DPOs based on identified needs.</li> <li>- ACCESS implementing partners working with the same DPOs will develop a joint workplan in ACCESS priority provinces (Kampong Cham, Kampong Speu and Siem Reap) before the end of 2019.</li> <li>- ACCESS will consider additional funding support for capacity building of DPOs where needed.</li> </ul>	Program team and IPs	Minor	Unlikely	Low
Reputation	Improved sustainability of quality, inclusive services	9	There's a reputational risk to ACCESS and DFAT to work with micro-finance institutions (MFI) due to negative public perceptions of MFI practices		Major	Possible	High	No	<ul style="list-style-type: none"> <li>- Selected MIFs will provide a clear risk mitigation plan prior to the grant agreement being signed with ACCESS.</li> <li>- Selected MIFs' risk mitigation measures will include thorough loan assessments prior to disbursement and a loan utilisation check afterwards.</li> <li>- MIF partner will provide adequate information to clients to ensure that they understand and can meet the terms of their loan agreement.</li> </ul>	Program team and DFAT	Major	Unlikely	Medium
Results	Improved sustainability of quality, inclusive services for women affected by GBV	10	ACCESS may be unable to fully achieve planned outcomes due to the short timeframe and/or delays in finalising some guidelines and establishing	- Proposals assessed as too ambitious and posing a risk to overwhelm RGC counterparts have been revised and the scope of the	Moderate	Possible	Medium	No	<ul style="list-style-type: none"> <li>- ACCESS GBV Lead and Partners will work closely with MOWA and PDOWA to establish advance planning and review/adjust existing plans.</li> <li>- ACCESS GBV Lead will intensify support and closely monitor implementation.</li> </ul>	Program team and IPs	Moderate	Unlikely	Medium

Risk Category	Objectives	Risk No	Risk (what will prevent you achieving the objective/s?)	- Existing Controls (what is currently in place?)	Consequence	Likelihood	Risk Rating	Is risk rating acceptable? Y/N	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
			GBV working groups. .	<p>interventions reduced</p> <p>- Joint component planning has helped clarify priority interventions, eliminate overlaps between implementing partners and refine scope, as needed.</p> <p>- ACCESS GBV Lead in collaboration with MOWA is reviewing the existing GBV working group model and consulting sub-national authorities in order to develop an effective process to establish sub-national working groups.</p>					<p>- ACCESS GBV Lead will have regular meeting with MoWA to provide update on the progress of ACCESS and discuss the monthly implementation plan. This meeting will contribute to push for any pending work.</p> <p>- ACCESS GBV Lead will work with partners to intensify monitoring and coaching activities, including monitoring of operationalisation of standards into MEL activities.</p>				
Results / Reputation	Australian identity / public diplomacy	11	External Communications that do not consider the unique interests, needs, and relationships of and between different audiences (stakeholders), as well as the political context in	Close and frequent consultation with DFAT on public communications matters and the overall strategic direction, as well as a sound Program Communications Strategy, approved by DFAT.	Major	Possible	High	No	- The ACCESS Team will leverage its expertise (both locally and internationally) in political economy analysis; monitoring, evaluation and learning; Communications; Disability; GBV; and PFM; to balance the need of producing sound, timely, and effective communications strategies targeted to different audiences, to ensure consistent communications and build a common vision and narrative for ACCESS.	Program team	Moderate	Possible	Medium

Risk Category	Objectives	Risk No	Risk (what will prevent you achieving the objective/s?)	- Existing Controls (what is currently in place?)	Consequence	Likelihood	Risk Rating	Is risk rating acceptable? Y/N	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
			Cambodia, raise the risk of serious miscommunication regarding ACCESS and its objectives; as well as the risk of negative public coverage (e.g. Program is used to convey political messages).						<ul style="list-style-type: none"> <li>- The Team will continue to consult closely and frequently with DFAT regarding communications and media engagement.</li> <li>- Implementing partners will receive induction on appropriate communications, and a common narrative on ACCESS. The ACCESS Team will monitor communication of implementing partners.</li> </ul>				
Reputation	Improved sustainability of quality, inclusive services	12	Potential budget cuts by Australian Government causes uncertainty around the availability of sufficient resources to achieve results.	<ul style="list-style-type: none"> <li>- Existing open and frequent communication between DFAT and ACCESS.</li> <li>- DFAT and Managing Contractor will work very closely on identifying solutions in the event of budget cuts.</li> </ul>	<b>Moderate</b>	<b>Likely</b>	<b>High</b>	No	<ul style="list-style-type: none"> <li>- Annual workplans and budgets will take this into consideration, planning for identified and actual needs, while continually exploring ways to strengthen value for money and leverage resources and investments across sectors.</li> <li>- ACCESS Team will provide relevant information as needed and develop various scenarios in lieu of potential budget variation.</li> </ul>	<b>Program team</b>	<b>Minor</b>	<b>Likely</b>	<b>Medium</b>
Reputation	Australian identity / public diplomacy	13	Australia's contribution and 'brand' are not appropriately reflected given the large number of partners involved.	<ul style="list-style-type: none"> <li>- DFAT branding guidelines are applied to all external communications to ensure visibility of DFAT.</li> <li>- ACCESS branding guidelines, communication documents and website provide clear and broad visibility of</li> </ul>	<b>Moderate</b>	<b>Unlikely</b>	<b>Medium</b>	Yes	<ul style="list-style-type: none"> <li>- Each Partnership agreement will include an appropriate reflection of the Australian contribution and brand. This will be actively monitored.</li> <li>- ACCESS' contributions to the RGC and to Cambodia's development will continuously be highlighted and leveraged to strengthen relationships between the two governments.</li> <li>- ACCESS Team will provide induction to implementing partners on ACCESS branding guidelines.</li> </ul>	<b>Program team</b>	<b>Minor</b>	<b>Unlikely</b>	<b>Low</b>



Risk Category	Objective/s	Risk No	Risk (what will prevent you achieving the objective/s?)	- Existing Controls (what is currently in place?)	Consequence	Likelihood	Risk Rating	Is risk rating acceptable? Y/N	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
				<p>Australia's contribution.</p> <p>- The Communications Plan stipulates the use of DFAT and Program branding.</p>									
Results	Increased accessibility of quality services for persons with disabilities and for women affected by GBV	14	Women participating in the Program as beneficiaries face a heightened risk of gender-based violence, in particular, intimate partner violence.	<p>- Program design and objectives align with DFAT's Gender Equality and Women's Empowerment Strategy; specifically focusing on ending violence against women. The design incorporates strong "Do no harm" principles.</p> <p>- Principles of 'Do no harm' are integrated into research and intervention design to ensure that women participating in the Program do not face an increased risk of violence.</p>	Major	Unlikely	Medium	No	<p>- A checklist will be developed to make sure interventions are culturally sensitive.</p> <p>- Protocols and training will be developed on how to handle suspected or known cases of abuse.</p> <p>- Monitoring missions will include feedback sessions and interviews with women to obtain their feedback on unexpected effects.</p>	Program team	Moderate	Rare	Low

Risk Category	Objectives	Risk No	Risk (what will prevent you achieving the objective/s?)	- Existing Controls (what is currently in place?)	Consequence	Likelihood	Risk Rating	Is risk rating acceptable? Y/N	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
				- The Program's GESI strategy informs intervention design to minimise harm and ensure that power dynamics between men and women are understood and handled sensitively.									
Reputation	Increased accessibility of quality services for persons with disabilities and for women affected by GBV	15	Incidences of abuse may rise, perpetrated by some partner organizations that work with vulnerable populations who may be at increased risk of sexual exploitation and violence.	<ul style="list-style-type: none"> <li>- DFAT Gender Equality and Women's Empowerment are embedded in Program design and delivery.</li> <li>- The Managing Contractor has policies and procedures to address the risk of sexual harassment, abuse and sexual exploitation that all Program staff and partners are obliged to adhere to.</li> <li>- Training on the policy and associated procedures has</li> </ul>	Severe	Possible	High	No	<ul style="list-style-type: none"> <li>- Reported instances or allegations of abuse and/or sexual misconduct are handled swiftly and escalated to Managing Contractor HQ.</li> <li>- CowaterSogema operates a zero-tolerance approach to abuse, sexual misconduct and exploitation, particularly in relation to children. Suspicion of such misconduct will be turned over to the relevant law enforcement authorities, where appropriate.</li> <li>- Implementing partners will receive training on the code of conduct, child protection and sexual harassment policies.</li> </ul>	Program team	Major	Unlikely	Medium

Risk Category	Objectives	Risk No	Risk (what will prevent you achieving the objective/s?)	- Existing Controls (what is currently in place?)	Consequence	Likelihood	Risk Rating	Is risk rating acceptable? Y/N	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
				<ul style="list-style-type: none"> <li>- been provided to staff and partners, where relevant.</li> <li>- The CowaterSogema Code of Conduct is instilled in partnership agreements and obligates partners to comply with the Program's, and DFAT's, sexual abuse and harassment policies.</li> <li>- Review of practices on child protection is integrated in the due diligence of selected applicants.</li> </ul>									
Results / Reputation	Improved sustainability of quality, inclusive services	16	Partners underperform and do not deliver agreed results, delaying progress in achieving Program objectives.	<ul style="list-style-type: none"> <li>- Potential partners identified based on their willingness and suitability to engage.</li> <li>- CIM selection criteria has been developed and established with the purpose of engaging partners with a strong record and previous experience that</li> </ul>	<b>Moderate</b>	<b>Possible</b>	<b>Medium</b>	Yes	- Where partners are underperforming and therefore not achieving results in a timely fashion, the ACCESS team will maintain an open dialogue with the partner to understand what is causing the underperformance and if/how it can be rectified through additional support. Where partners are consistently underperforming, the team will agree on whether the partnership needs to be terminated in consultation with DFAT.	<b>Program team and DFAT</b>	<b>Moderate</b>	<b>Unlikely</b>	<b>Medium</b>

Risk Category	Objectives	Risk No	Risk (what will prevent you achieving the objective/s?)	- Existing Controls (what is currently in place?)	Consequence	Likelihood	Risk Rating	Is risk rating acceptable? Y/N	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
				<p>demonstrates capacity to deliver results within the timeframe.</p> <p>- The proposed due diligence process is rigorous and was conducted on all potential partners. Risks and gaps requiring further action have been identified and a corresponding action plan developed.</p> <p>Partnership agreements includes information on performance monitoring.</p>									
Fraud / Fiduciary	Improved sustainability of quality, inclusive services	17	Funds are misappropriated or deliberately mismanaged. Purchases and other financial transactions are not conducted in an appropriate manner consistent with the Commonwealth Procurement Rules and	<p>- DFAT's fraud control framework and policy statement underpin the implementation of all DFAT-funded program.</p> <p>- In addition to DFAT's fraud control framework, CowaterSogema has a fraud control</p>	Major	Possible	High	No	<p>- Where alleged or actual fraud involves Government Officials, CowaterSogema will refer the case to DFAT at the earliest possible instance and work openly with DFAT to minimise potential damage to partnerships.</p> <p>- Fraud control systems of implementing partners will be assessed during the due diligence process, proactively identifying risks and putting in place mitigation measures.</p> <p>- Implementing partners will receive training in fraud prevention.</p>	Program team/ DFAT	Moderate	Unlikely	Medium

Risk Category	Objective/s	Risk No	Risk (what will prevent you achieving the objective/s?)	- Existing Controls (what is currently in place?)	Consequence	Likelihood	Risk Rating	Is risk rating acceptable? Y/N	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
			international standards for financial management.	<p>plan and associated policies and procedures for financial management, fraud mitigation and reporting which it applies to all its projects.</p> <p>- All staff are trained on fraud and anti-corruption during inception, including how to identify fraud and the appropriate reporting channels.</p> <p>- Where fraud is detected, CowaterSogema meets all DFAT's minimum requirements around reporting and proactively investigates claims as soon as they are raised.</p>									