Inception Report

Australia-Cambodia Cooperation for Equitable Sustainable Services (ACCESS)

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LIST OF ANNEXES

ACRONYMS AND ABBREVIATIONS

Acronym	Definition
ACCESS	Australia-Cambodia Cooperation for Equitable Sustainable Services
ADB	Asian Development Bank
ASC	ACCESS Steering Committee
AWP	Annual Work Plan
BSP	Budget Strategic Plan
CDPO	Cambodian Disabled People's Organisation
CEDAW	Convention on Elimination of All Forms of Violence Against Women
CIM	Competitive Investment Mechanism
CIMP	Competitive Investment Mechanism Panel
CRPD	Convention of the Rights for Persons with Disabilities
DAC	Disability Action Council
DFAT	Australian Department of Foreign Affairs and Trade
DP	Development Partner
DPO	Disabled Persons' Organisation
DRIC	Disability Rights Initiative Cambodia
DWPD	Department of Welfare for Persons with Disabilities
EU	European Union
EOPO	End of Program Outcome
EVAW	Eliminating Violence Against Women
GBV	Gender Based Violence
GESI	Gender Equality and Social Inclusion
GTD	General Tax Department
HOF	Head of Operations and Finance
IO	International Organisations
MC	Managing Contractor
MEF	Ministry of Economy and Finance
MEL	Monitoring, Evaluation and Learning
MIS	Management Information System
MOC	Ministry of Commerce
MOLVT	Ministry of Labour and Vocational Training
MOSVY	Ministry of Social Affairs, Veterans and Youth Rehabilitation
MOWA	Ministry of Women's Affairs
NAPVAW	National Action Plan to Eliminate Violence Against Women
NGO	Non-Governmental Organisation
NDSP	National Disability Strategic Plan
PB	Program Budget
PEA	Political Economic Analysis
PFM	Public Financial Management
PFMRP	Public Financial Management Reform Program
PRC	Physical Rehabilitation Centre
PWDF	Persons with Disabilities Foundation
OSSC	One Stop Services centre
RGC	Royal Government of Cambodia
SMT	Senior Management Team
SNA	Sub-national Authority
SPPF	Social Protection Policy Framework
STA	Short Term Advisor
STP	Short Term Personnel
TA	Technical Assistance
TL	Team Leader

EXECUTIVE SUMMARY

The Australia-Cambodia Cooperation for Equitable Sustainable Services (ACCESS) Program is a three-year (2018-2021) initiative 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 reflects Australia's strong commitment to supporting human rights, gender equality and disability-inclusive development in Cambodia.

This AUD 15 million Program builds on the achievements and lessons from more than a decade of collaboration between the Government of Australia, the Royal Government of Cambodia (RGC) and local partners on services and reforms to benefit Cambodians with disabilities or affected by GBV.

This Inception Phase, which spanned the period from 17 September 2018 to 16 March 2019 focused on establishing a common vision and shared understanding of the ACCESS program, DFAT's requirements and priorities of both the Australian and Cambodian governments across the Program Team, DFAT, and the RGC. This period was used to define strategies for engagement with key stakeholders, in particular the RGC; ensure early and broad support for ACCESS; and build consensus on proposed activities and approaches for the Implementation Phase. This report demonstrates that these objectives were successfully met.

A key priority of the Inception Phase was to ensure that principles promoting sustainability were incorporated across programming by positioning strategies and proposing ways of working that align with existing structures; support local capacities; involve local expertise at all stages of program implementation; and identify synergies in investments across sectors. This also meant establishing clear linkages with RGC policies and strategies such as the National Disability Strategic Plan (NDSP), the National Action Plan to Prevent Violence Against Women (NAPVAW), the Public Financial Management Reform Program (PFMRP) and the National Social Protection Policy Framework (SPPF).

Section 1 of this Report provides an overview of outputs and milestones achieved by the Program Team, both operationally and technically, as assessed against the outputs and milestones set out within the Inception Plan. While most of these have been met, some delays were experienced, primarily due to initial challenges around establishing common priorities, governance mechanisms and ways of working with the Cambodian Government.

Section 2 highlights some of the challenges and lessons learned that arose during the Inception Phase. One of key lessons learned was the importance of adapting to the political and institutional context while taking the necessary time to ensure strong buy-in from all partners and a shared vision of the Program. This element is critical to meeting one of ACCESS' key objectives, which is genuine and sustained government ownership over social services delivery and funding.

Section 3 summarizes the key activities planned for the period covering April to June 2019 and identifies opportunities the future delivery of the Program.

Finally, the Program's Monitoring, Evaluation and Learning (MEL) component provided an opportune space for bringing different partners together to engage in productive discussions around the Program's scope and objectives and arrive at a common understanding. It allowed for a critical two-way learning process between the ACCESS Team and government partners, through initial activities such as the MEL Scoping Workshop. As such processes continue onto the Implementation Phase, the resulting learning will support adaptive programming and inform broader policy dialogues as it relates to ACCESS.

1 KEY ACHIEVEMENTS

1.1 Program Operations

1.1.1 Team Mobilisation

End of Inception Objective	In-country team recruited
Rationale	In country presence is required for successful program implementation.
Outputs	As per inception plan 1. Job descriptions finalised 2. Informal recruitment launched through in country networks 3. Formal recruitment is launched with positions advertised publicly on different platforms: CowaterSogema website, LinkedIn and Devex 4. Strong candidates identified and interviewed in alignment with CowaterSogema recruitment processes and policies 5. DFAT approval sought for nominated and specified positions Status 1. Completed 2. Completed 3. Completed 4. Completed 5. Completed

Positions recruited during the Inception Phase include the Head of Operations and Finance (HOF), MEL Manager, GBV Lead, the Disability Lead and the Communications and Learning Specialist.

Specified technical adviser positions were mobilized, including the Strategic Disability and Social Inclusion Adviser, the Strategic GBV Adviser, the international Public Financial Management (PFM) Adviser and the Political Economy Analysis (PEA) Adviser.

The short-term technical assistance pool was leveraged to respond to specific technical inputs required by the Program; a local PFM specialist, a Gender Equality and Social Inclusion (GESI) and an Events and Communications Adviser were all contracted during the Inception Phase to inform the Program's strategy under the PFM Workstream, develop the Program's GESI Strategy, and support the public launch of the Program, respectively.

The scope and nature of the remaining positions to recruit on the ACCESS Team have been revisited and redefined by the Team, with approval from DFAT to better respond to the needs of the current Team and emerging needs of ACCESS (please see Annex 3, revised Organizational Chart).

1.1.2 Office Establishment, Operations Set-Up, and Staff Orientation

End of Inception Objective	CowaterSogema has all legal operating and registration permits
Rationale	The registration of CowaterSogema in Cambodia is critical for the Managing Contractor (MC) to be able to operate in Cambodia and effectively implement the Program.

Outputs	As per inception plan
	1. Registration of CowaterSogema International Inc's Branch office in Cambodia, with the Ministry of Commerce (MOC) and the General Tax Department (GTD)
	2. A corporate bank account is opened
	3. Registration of the Branch and its initial employees with the Ministry of Labour and Vocational Training (MOLVT)
	4. Application to request work permits for expatriate staff
	5. Registration of the Branch and its initial employees with the National Social Security Fund (NSSF)
	Status
	1. Registration with MoC is completed; Registration with GTD is underway
	2. Completed
	3. All documentation to support registration with MOLVT has been submitted
	4. Underway

The branch office of CowaterSogema in Cambodia was registered with MOC in October 2018. All documents have been submitted for patent registration to the General Tax Department and the patent should be approved before Khmer new year. The request for tax exemption has been submitted to the Council for Development in Cambodia mid-March. Relevant documents have been submitted to the MOLVT for employees' registration, work permits and registration with the NSSF.

Delays to the registration process have been experienced due to challenges with establishing contact with representative officers at the respective authorizing ministries and recent changes to the application system and processes (e.g. required forms and supporting documents).

End of Inception Objective	Long-term Program office established in Cambodia
Rationale	In country program implementation and physical presence is required for successful implementation.
Outputs	As per inception plan
	1. A temporary office is secured (rental agreement is signed)
	2. A long-term office is secured (lease agreement is signed)
	3. Equipment is procured at a small scale, as needed for initial employees
	Status
	1. Completed
	2. Completed
	3. Completed

End of Inception Objective	Systems, processes and policies established to support program implementation and the team is oriented and trained on these.
Rationale	Robust and effective systems will need to be in place to support the effective management of ACCESS.
Outputs	As per inception plan
	1. Operations Manual developed
	2. Financial systems and tools established,
	3. Guidelines, policies, processes, and protocols related to procurement, HR, fraud prevention, security, and child protection operationalised (staff signed Child Protection Policy and CowaterSogema Code of Conduct upon contract signature),
	4. Staff receive required training and orientation on ACCESS program as well as DFAT's policies and requirements including WHS, risk and fraud, child protection, branding guide, communications, finance and administration.
	Status
	1. Completed
	2. Completed
	3. Partially Completed
	4. Completed week of March 18th, 2019 for existing staff

The Operations Manual was submitted to DFAT on 15 October 2018. Human resources, Finance and Procurement processes have been established. The HOF has been oriented and trained on these. A staff training by the CowaterSogema HQ Operations and Finance Team on CowaterSogema's code of ethics, fraud policy, child protection and sexual harassment policies as well as an overview of the Operations Manual is scheduled for the week of March 18, 2019. Additional training modules will be prepared by the HOF as needed. The HOF will also provide Finance and Operations to the Senior Finance and Senior Grants Officers once they are recruited.

Additional human resource management systems were established with the ACCESS program team. These include:

1) The establishment of public holiday arrangements which identified which public holidays are applicable to staff. These follows instructions published by the RGC issued once a year at the exception of the Team Leader who follows the DFAT public holiday list for international staff.
2) The establishment of staff annual leave expectations and processes according the Cambodian Labour Law (18 days annual leave per year).
3) Processes for business continuation when staff are away or on-leave, especially the Team Leader. During annual leave of the Team Leader, CowaterSogema headquarters' staff will ensure the interim. For shorter absence, the Disability Lead will ensure continuity of duty with support from CowaterSogema headquarters as needed.
4) Adviser performance Assessment as per the head contract. Adviser performance assessment will be conducted for each adviser at the end of their contract or once a year for long term advisors. This will be done using the DFAT template proposed in schedule 10 of the head contract between DFAT and CowaterSogema.

1.2 Program Management

1.2.1 Governance and Partners Engagement

End of Inception Objective	All Governance mechanisms for ACCESSS program are in place and functioning.
Rationale	The establishment of governance mechanisms is crucial to ensure oversight of program strategy and compliance with DFAT priorities and RGC sector policies.

Outputs	As per inception plan
	1. Terms of References (TOR) for governance mechanisms developed: ASC and CIMP
	2. Program governance mechanisms:
	    a. Two Workstream (GBV and Disability) Core Group Meetings
	    b. One ACCESS Steering Committee Meeting
	    c. At least one Competitive Investment Mechanism Panel (CIMP) Meeting
	Status
	1. Completed
	2.
	    a) Informal meetings held
	    b) Completed
	    c) Completed

Strong governance mechanisms were put in place during the inception phase. The ACCESS governance structure is summarised below:
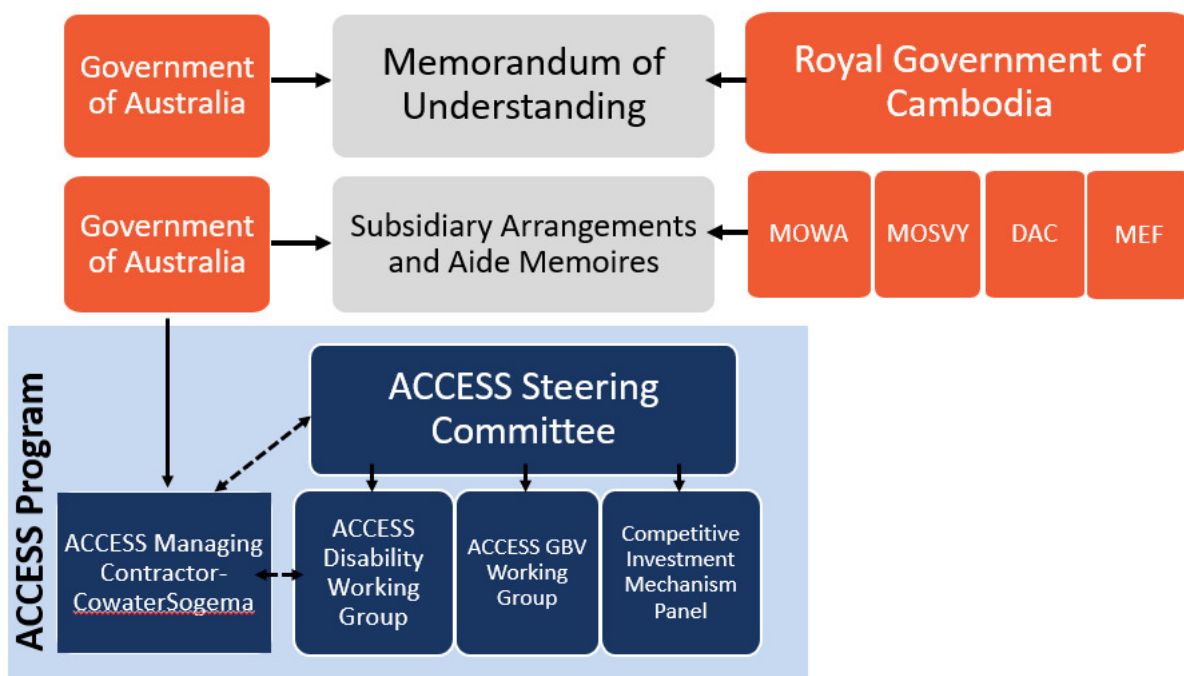
In November 2018, Partner Ministries nominated their representatives to the respective ACCESS governance bodies. In February 2019, the Disability Action council (DAC) and the Ministry of Economy and Finance (MEF) revised their initial nominations to ensure a presence at each level of the ACCESS governance structure.

The ACCESS Steering Committee (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 Competitive Investment Mechanism (CIM) process. Recommendations for overall Program strategies were provided, and relevant program documents updated accordingly. The meeting also allowed the ACCESS Team to provide an update on the launch and other activities to be completed by June 2019.

The Competitive Investment Mechanism Panel (CIMP) met for the first time on 26 February 2019. The purpose was to clarify the role and responsibilities of the CIMP and to discuss and validate the CIM process, including assessment criteria (for submission to ASC). Members provided their recommendations to further improve the grants selection process as well as the assessment tools to ensure that a transparent, clear and manageable process was in place. Members agreed to the CIMP TORs, the CIM selection process, timeframe, selection criteria and assessment tools.

The two Workstream Core Groups have not been formally established due to the complexity underlying the process of formally bringing together members from several different ministries, who will make up the Workstream Core Groups. It was collectively decided that relevant discussions would proceed through informal discussions during the Inception Phase. This would provide the flexibility, time and space needed for lead Ministries to determine the most appropriate way to formalise these groups later. Intensive discussions took place between the ACCESS Program Team and the key government entities including the Ministry of Women Affairs (MOWA), the Ministry of Social Affairs, Veterans and Youth Rehabilitation (MOSVY) Department of Welfare for Persons with Disability (DWPD), the Persons with Disabilities Foundation (PWDF) and DAC to define workstream priorities. Sector consultations took place on the 7 February 2019 for GBV and on the 25 February 2019 for Disability to seek input from line Ministries, development partners and civil society organisations. More information regarding

these discussions can be found in Sections 1.2.6 to 1.2.8, which provide updates pertaining to each Workstream.

Building positive relationships with the Cambodian government has been a strong priority for the first months of ACCESS. Existing networks and relationships of the ACCESS Team have helped greatly in advancing this priority. An initial lack of clarity around the Program scope and modalities created a few communication challenges with some of the partner ministries. Clarifications around the scope were provided during an informal lunch with the ASC on the 21 January 2019. Communication and collaboration from all parties has been very positive since.

1.2.2 Communications

End of Inception Objective	Ensure a shared a common understanding of the Program and its objectives through effective communication across stakeholders. Ensure that program learning, and knowledge generated is widely accessible and can be leveraged to influence policy change and development.
Rationale	Ensuring a shared and common understanding of the Program will support effective partner engagement.
Outputs	As per inception plan 1. Communication channels with DFAT established 2. Communication channels with RGC established 3. ACCESS Communication and Public Affairs Strategy developed 4. ACCESS logo and branding guidelines developed 5. ACCESS website designed and launched in English and Khmer Status 1. Completed 2. Completed 3. Completed 4. Completed 5. Completed

From the early stages of the Program, clear communication protocols were defined between the ACCESS Team and the DFAT 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.

Formal meetings were also organised in October and November 2018 with nominated members of the ASC to provide an overview of the Program scope and principles and to introduce the DFAT team, ACCESS Team Leader and relevant technical leads and advisors.

ACCESS has also been presented at the DAC quarterly meeting on 28 September 2018 and at the October 2018 Informal Health Partners meeting, both existing forums for engagement and dialogue with stakeholders. A Program update is planned for the next informal Disability Meeting.

A Communication and Public Affairs Strategy was submitted to DFAT in mid-November 2018 as part of to the ACCESS Operations Manual. The aim of the Strategy is to inform stakeholders and target audiences of the objectives and achievements of ACCESS, whilst generating support for enhanced access to services for persons with disabilities and survivors of GBV as well as intersectional issues.

The principles underpinning our approach to communications are:
▪ Designing high impact communications activities with clearly defined objectives.
▪ Understanding the informational needs and motivations of our target audiences to effectively tailor messages and package relevant Program information.

- Fostering learning and understanding amongst stakeholders.
- Aligning communications activities with key RGC Ministries and DFAT communication strategies.
- Supporting Australia's public diplomacy objectives.

The Program narrative was also discussed and developed in close consultation with DFAT, taking heed of the current sensitive political environment and the need for considered planning and positioning of ACCESS so as to effectively meet Program objectives. The ACCESS branding guidelines were also finalised in February 2019.

Several communication products have been developed in the context of the ACCESS Launch preparation. These include:

- ACCESS Program factsheet
- Three ACCESS Standing banners
- Bookmarks

End of Inception Objective	Stakeholders understand ACCESS Program strategy and are willing to collaborate.
Rationale	The ACCESS public launch will serve to inform key stakeholders of the Program's approach and outcomes, identify opportunities for collaboration and promote alignment with other national and development partners' programs; commence policy dialogue; and strengthen the ACCESS' networks.

Outputs	As per inception plan
	1. A "Soft" Program Launch concomitant with the celebration of the International Day for Persons with Disability and the 16-Day Campaign on GBV.
	
	2. Full ACCESS Program launch in February 2019.
	Status
	   1. Cancelled
	   2. Postponed to March 2019

The ACCESS Launch was initially planned to take place in February but was then postponed to 21 March 2019.

1.2.3 Monitoring and Evaluation

End of Inception Objective	A MEL framework has been developed in a participatory and consultative manner and is used as the basis for ongoing M&E and iterative planning.
Rationale	A MEL framework is needed to ensure accountability, evidence-based decision making, monitoring and iterative adaptation.
Outputs	As per inception plan 1. Inception plan and inception report 2. Theory of Change (TOC) and MEL scoping workshop 3. MEL Framework 4. First year workplan 5. MEL planning workshop 6. MEL plan 7. Component /Workstream logic workshops Status 1. Completed 2. Completed 3. Completed 4. Completed 5. To be conducted in April 2019. 6. Postponed 7. Postponed

During the Inception Phase, Clear Horizon supported the ACCESS Team in establishing the Monitoring, Evaluation and Learning (MEL) framework/strategy. This included a review of the existing Program Logic, elaboration of the MEL approach, conducting a MEL Scoping workshop, development and revision of a MEL framework, formulation of the first year MEL component, preparation of MEL Planning Workshop, and development of tools and guidelines for data collection.

Review of Program Logic: The Program Logic was revisited and revised as part of the MEL Scoping workshop, with inputs from the Program Team and government counterparts. An internal workshop with the ACCESS Team was conducted on 12 December 2018 to discuss the scope of the Program. A workshop with government representatives from MEF, MOSVY, DAC, PWDF and MOWA, was held on 13-14 December 2018 to build a shared understanding of the Program scope and reach agreement on the required changes to the Program Logic. These changes were incorporated in an annex to the MEL Framework.

Development of the MEL Framework / strategy: A MEL scoping workshop was organised with participation of the Program Team and government counterparts on 12-14 December 2018. This workshop focused on the principles of MEL, including a review of the proposed MEL approach in the ACCESS Program Design Document and initial discussions on measuring progress against the agreed Program Logic. Following the workshop, the MEL Framework was drafted, shared and discussed with the Program team. The Framework was also informed by a stakeholder mapping exercise, GESI strategy discussions and sector-specific situation analyses, conducted by the ACCESS Team. On 12 March 2019, DFAT approved the MEL Framework while recommending further refinements.

Planning for the first year of the Program was initiated and the workplan for the first year was formulated, submitted to and approved by DFAT. The workplan included detailed MEL activities.

Developing the MEL Plan: The MEL team identified opportunities to validate the number and frequency of data collection methods proposed in the MEL framework, and is preparing detailed guidelines for each data collection method, with tools attached as appropriate. These will be discussed with the Program Team during a MEL Plan workshop in early April (postponed given the timing of the ACCESS launch). The MEL Plan workshop will discuss responsibilities and timelines for MEL implementation, as well as the Program's Management Information System (MIS) and processes for learning and reflection. A draft MEL Plan will be prepared by end of April based on outcomes of the workshop.

Development of component logic: Component logic workshops will now occur in May/June 2019 following the CIMP and ASC's selection and approval of grantees.

End of Inception Objective	A customised MIS is in place to be used by the ACCESS team to collate data from a range of sources
Rationale	An MIS will provide a strong evidence-based system underpinning data collection, monitoring, learning and reflecting.
Outputs	As per inception plan 1. Services of a preferred database designer to design the system requirements procured 2. Service provider to assist in building the system procured 3. Preferred software package tailored to fit with MEL requirements 4. System tested to troubleshoot and resolve technical issues 5. Staff provided training on use of MIS system Status 1. MEL Team is in the process of scoping MIS needs for the Program 2. Postponed 3. Postponed

	4. Postponed
	5. Postponed

The MIS is an essential tool for data collection, collation, analysis and reporting. The preparation to develop the MIS has been discussed between the ACCESS Team, Clear Horizon and CowaterSogema. It is important that the MIS design is informed by the MEL Plan and component logics, so it is clear what data the MIS will need to manage.

ToRs to hire international and national consultant/s for the scoping, design, development and implementation of MIS are currently being developed. The plan is to have an MIS international consultant lead on the scoping and design phase in May, and then transition to (and support) a national consultant to lead on MIS development and implementation. MIS implementation will be trialed from July 2019 and the international consultant will continue to provide support for management and maintenance until at least December 2019.

1.2.4   Competitive Investment Mechanism

End of Inception Objective	Call for proposals is launched, accompanied by the appropriate processes and tools to support partner selection, grant approval, and grant administration.
Rationale	A clear guidance for the selection process of grantees is crucial to ensure that program investments are appropriately targeted and prioritised.
Outputs	As per inception plan 1. CIM Manual developed 2. Expression of interest launched 3. Due diligence checks will be conducted 4. Recommendation for selected grantees will be reviewed and approved by CIMP Status 1. Completed 2. To be launched March 21st , 2019 3. Postponed 4. Postponed

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 indeed crucial to focus on building a strong sense of ownership from our key partners and obtain their full buy-in and involvement.

As both MOWA and DAC engaged in discussions to develop their new NAPVAW and NDSP in December 2018, the definition of priorities for the two sectors' strategies guided the formulation of ACCESS' workstream priorities.

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

CIM guidelines and templates are being finalised in both English and Khmer and the call for expression of interest will be announced during the Program launch on 21 March. It is anticipated that the selection of grantees will be finalised in May 2019 with partnership agreements signed in July or August 2019.

1.2.5   Annual Workplan Year 1

The Program's first Annual Work Plan (AWP) for the period covering 17 March to 30 June 2019 was submitted by the end of December 2018.

It presented a focus on establishing strong relationships and formalising ways of working with Program partners, particularly the RGC. This entails identifying appropriate representatives from target ministries, with a focus on promoting the participation of counterparts, with the relevant expertise and influence, to champion change at various levels. A key component of this relationship building involves identifying the priorities of the RGC, such as fulfilling its commitments to the Convention of the Rights for Persons with Disabilities (CPRD) and the Convention on Elimination of All forms of Violence Against Women (CEDAW), to which ACCESS can feasibly contribute to. The Year 1 AWP introduced major opportunities for each ACCESS workstream that have been since refined based on stakeholders' consultation and validated by Steering Committee.

The AWP also details the steps in the development of the ACCESS MEL Plan and system, which will be instrumental to supporting the ability of the Program and the broader ACCESS ecosystem to collect and leverage credible data to support and contribute to greater public investment in the areas of Disability inclusion and GBV. It also describes the joint planning with prospective implementing partners to ensure that the Program's investments are aligned with local needs and capacities, as well as the strategic priorities of ACCESS.

The priorities for program management and operations for Year 1 include:

- Operationalising the Program's procedures, policies, and systems, beginning with training on the Operations Manual and component strategies, plans, and tools;
- Refining the procedures, policies and systems to be fit for purpose for the evolving context;
- Finalising recruitment of unfilled positions; and
- Completing registration of the ACCESS Program Office in Cambodia.

1.3 Inception Milestones

	Milestone	Milestone description	Submission	Approval
1	Inception plan	Mobilisation of service. Describes the plan for establishing the program including milestones, activities, costs and deadlines for completion. Covers both operational and technical aspects of program set-up.	15 October 2018	12 December 2018
2	Program operations manual	Program principles. Steering Committee and team organisational structure, including terms of reference for governance bodies. Program procedures: ▪ Procurement ▪ Recruitment ▪ Financial management ▪ Reporting ▪ Records management ▪ Logistics ▪ Asset management ▪ Workplace health and safety Anti-bullying and harassment policies Program reporting guide. Risk management plan and risk register. Due diligence and using partner government systems guidelines. Fraud, sanctions and counter-terrorism protocols. Security and disaster management plan. Communications and public affairs strategy.	16 November 2018	7 December 2018
3	Monitoring, Evaluation and Learning (MEL) framework	Program logic. Scope of the MEL framework. Methods for gathering evidence. Reporting, learning and improvement.	16 January 2019	12 March 2019
4	Competitive Investment Mechanism (CIM) manual	CIM key features. CIM management. CIM cycle. Partner selection criteria. Partner and proposal selection process. Activity programming guide. Grant administration guide.	31 January 2019	12 April 2019

		Activity monitoring and reporting guide.		

	Gender Equality and Social Inclusion (GESI) Strategy	Socio-political environment and forces for change.
		Strategic approach and key principles.
		Recommendations.
		Measuring GESI outcomes.
		Risk and mitigation strategies.
		Annexes:
		  ▪ Context and analysis.
		  ▪ Terminology.
		  ▪ Ethical standards and best practices for gender-based violence research.
		  ▪ Recommended approaches.
		  ▪ Adopting a feminist approach to research and M&E.
		  ▪ Selected notions and concepts contained in the Convention on the Rights of Persons with Disabilities.
		  ▪ Select tools and strategies for inclusion.
		  ▪ List of reference documents.
			16 January 2019	Pending
				Revised strategy due end of March

5	Annual work plan – year 1	Political and institutional context.
		Strategic direction.
		Key investments.
		Program management.
		Monitoring and evaluation year 1 work plan.
		Annexes:
		  ▪ Detailed annual work plan.
		  ▪ Detailed annual budget.
		  ▪ CIM key features.
		  ▪ Risk register.
			21 December 2018	29 March 2019

6	Inception report	Details of activities and outputs achieved during inception.	31 March 2019	
7	CIM round for years 1-3 completed	Grants awarded and disbursed to recipients based on an open call for expressions of interest and collaborative proposal development process.	Call for EOIs launched on 21 March 2019	

1.4 Progress on Workstreams

1.4.1 Disability workstream

End of Inception Objective/s	Clear short-term and long-term priorities for the Disability Workstream have been identified. Key stakeholders have been engaged and government stakeholders' ownership is promoted.
Rationale	Establishing a foundational and shared understanding of goals and priorities for the Workstream is essential to build a good basis for multi-stakeholder collaboration.
Outputs	As per inception plan 1. Situation analysis report 2. Workstream Core Group Meetings 3. CIM Manual with identified thematic and geographic priorities completed 4. Year 1 workplan Status 1. Completed 2. Held informally 3. Completed 4. Completed

During the inception phase, the Disability Workstream focused on strengthening relationships with MoSVY and DAC and networking with non-governmental stakeholders, Disabled People's Organizations (DPOs), UN agencies and private companies. In addition, it focused on understanding the changes to the disability context in Cambodia since the ACCESS design was completed, identifying and validating priorities, and contributing to the development of the new NDSP.

A situation analysis was carried out by conducting a desk review of reports, especially those produced under the Disability Rights Initiative Cambodia (DRIC) Program, and meetings with key stakeholders including DAC, DWPD, PWDF and the Cambodian Disabled People's Organization (CDPO).

The Disability Workstream team contributed to the review of the ACCESS MEL framework through participation in a three-day MEL Workshop in December 2018 and provision of inputs to the final draft of this framework. The DAC, DWPD, PWDF and CDPO also contributed to the framework through their participation in the last two days of the workshop.

Two meetings with the Disability working group members were conducted in December 2018 and January 2019 where the terms of references of this working group, priorities and geographical focus were reviewed and updated.

A one-day consultative workshop on Disability workstream priorities was held on 25 February 2019 and attended by DAC members of the 30-line ministries and government institutions, UN agencies, civil society organisations, and private sector. At this workshop, the draft Disability workstream priorities were presented and inputs from participants sought through group work. Most of the inputs are at the activity level. The following are the priorities and key activities reviewed at the workshop and validated by the ASC on 7 March 2019:

- DAC more effectively advises and coordinates NDSP2 implementation:
  - Support development, finalization and dissemination of NDSP2 and other guidelines such as national accessibility guidelines.

- Support amendment of the "Law on the Protection and the Promotion of the Rights of Persons with Disabilities".

- Strengthen national and sub-national coordination mechanisms including development of clear terms of references, annual workplan and budget plan.

- Improve the collection of disability data and methodology for existing surveys and existing data management systems.

▪ PWDF more independently manages physical rehabilitation centres (PRCs) handed over by IO/NGOs:

- Develop roadmap for the transition of rehabilitation services from NGOs to RGC based on the PWDF-NGOs five years physical rehabilitation transition plan.

- Develop PRC Minimum Package of Services that include: Staff management; Service quality assurance; Financial management and cost recovery; Procurement procedures including a standardize list of equipment and production material; Data management, etc.).

- Build capacity of PWDF in rehabilitation management and in operationalising the PRC Minimum package of Services.

- Demonstrate effective coordination and referral model covering identification, referral and intervention.

▪ Ministries, public and legal entities, including private sector, increasingly provide economic opportunities to person with disabilities:

- Support capacities of DWPD to provide guidance to other Ministries, public entities, private sector and others to fulfil the obligations as stated in the relevant government legal documents.

- Establish inclusive employment coordination mechanisms at national and sub-national level.

- Accompany employers and vocational training centres to become more inclusive.

- Support the entrepreneurship of persons with disabilities, improve self-esteem and employability skills of persons with disabilities and their access to information on existing opportunities.

The Disability Lead has been contributing to the development of NDSP 2019-2023 through a two-day national workshop in December 2018 and weekly NDSP core working group meetings since January 2019. To date, nine of the ten NDSP strategic objectives including key activities have been reviewed and updated. These include the strategic objective on promoting economic conditions through increased access to appropriate employment; the objective to promote quality of health and rehabilitation services; the objective to ensure gender equality and empowerment of women and children with disabilities; and the objective to enhance national and international coordination and cooperation and strengthen quality of disability data.

1.4.2 GBV workstream

End of Inception Objective/s	Clear short-term and long-term priorities for the GBV Workstream identified. Key stakeholders have been engaged and government stakeholders' ownership promoted.
Rationale	Establishing a foundational and shared understanding of goals and priorities for the Workstream is essential to build a good basis for multi-stakeholder collaboration.
Outputs	As per inception plan 1. Situation analysis report 2. GBV service mapping 3. GBV Workstream Core Group Meetings 4. CIM Manual with identified thematic and geographic priorities 5. Year 1 workplan Status 1. Completed 2. Completed 3. Informally held 4. Completed 5. Completed

During the inception phase, the GBV Workstream focused on strengthening relationships with MOWA, understanding changes to the GBV context in Cambodia since the ACCESS design was completed, and identifying and validating priorities for ACCESS support through its various mechanisms.

A situation analysis was conducted including a rapid assessment of current actions, priorities, key stakeholders, strategies addressing GBV since the design of ACCESS and lessons learned from the past Ending Violence Against Women (EVAW) Program. Key new developments identified were the new National Action Plan (currently under development), and the Prime Minister setting the priority for One Stop Service Centers (OSSC) to be addressed through multi-sectoral coordination as a virtual OSSC in the ACCESS design. Based on the analysis, draft priorities were developed and later presented to the MOWA.

An initial introduction meeting to discuss ACCESS and priorities for action was held on 15 November 2018 with the MOWA team assigned to ACCESS, the ACCESS Program Team, and DFAT representatives. The ACCESS Team provided an overview of the Program approach and held an initial discussion on priorities. Feedback provided by the MOWA team was incorporated into priority presentations. The team also discussed communication processes, GBV Workstream Meetings, CIM meetings, and the ACCESS launch. Additionally, multiple meetings and conversations were held with the MOWA ACCESS Focal Point around planning meetings and including priority input.

The ACCESS GBV Team participated in a three-day MEL Workshop where the MEL Framework was reviewed and updated. The MOWA team contributed through its participation in two days of the workshop.

A GBV Workstream Meeting to present draft priorities for ACCESS was held on 7 February 2019 and was attended by UN agencies, civil society organisations, and line ministries. At the meeting, the draft priorities for ACCESS were presented by the MOWA team with support from the ACCESS GBV Team. Participants provided input through group work. As a result, the priorities were updated at the activity level.

The priorities were validated by the Steering Committee on 7 March 2019. These include:

- Improve coordination and referral networks at the National and Subnational levels.
- Increase Women Survivors of Violence Access to Justice.

- Promote Quality Health Care for Women Subjected to Violence.
- Increase access to Essential Social Services.
  Focus on vulnerable groups.

1.4.3 PFM workstream

End of Inception Objective	Clear short-term and long-term priorities to build PFM capacities of MOWA, MOSVY and DAC.
Rationale	A priority setting exercise and clear situation analysis will inform the TA strategy for the PFM workstream
Outputs	As per inception plan 1. Situation analysis report 2. PFM capacity needs assessments 3. A capacity building strategy with short-term and long-term objectives Year 1 workplan Status 1. Completed 2. Completed 3. Completed 4. Completed

During the inception phase, the PFM Team engaged in activities to identify and confirm the key priorities and activities for PFM engagement strategy.

Specific activities included:

- reviewing national and ministerial PFM-related documentation.

- reviewing core sector strategies and national programs relevant to ACCESS services for persons with disabilities and victims of GBV.

- reviewing reports for development partners' (DPs) supported on sector-specific programs (e.g. EVAW, DRIC & UNICEF).

- collecting and analysing fiscal data for MOWA and MOSVY, focusing on period from 2016 onward.

- consulting with MOWA, MOSVY and DAC counterparts across key organizational units contributing to Budget Strategic Plan (BSP) and Program Budget (PB) formulation, including management/technical staff from finance, planning and program-based departments.

- consulting with MEF counterparts, focusing on management/staff in Budget Directorate responsible for providing guidance and technical support to targeted Ministries (MOSVY and MOWA) throughout phases of BSP and PB formulation, evaluation and approval, with additional consultations targeting General Department on Sub-National Administration Finance (GD-SNAF) management responsible for strategic policy formulation for subnational finances.

- consulting with the principal DPs engaged in providing technical and financial support to ongoing PFM reforms, including UNICEF, World Bank, EU and ADB; and

- supporting a collective effort by the ACCESS Program team and RGC stakeholders to review and update ACCESS Program logic and MEL framework, with contributions focusing on PFM-related objectives.

As a result of these activities, the main outputs of the PFM Team for the inception phase include a comprehensive situation analysis report, a capacity building strategy including a detailed Year 1 work plan and activity matrix, and a narrative description of the Year 2 and 3 PFM activities.

Situation analysis for PFM engagement

The PFM Team's primary output during the Inception Phase (apart from its contributions to the collective effort to review and update the ACCESS Program logic and MEL framework) is a comprehensive *PFM Situation Analysis*. This output incorporates a thorough assessment of the RGC's current PFM policy framework, priority objectives for ongoing reforms at both the national and subnational levels of government, key institutional challenges and critical capacity constraints impacting PFM performance and fiscal outcomes. The focus of the assessment is on implications for achieving ACCESS Program PFM-related objectives to improve budget processes and establish "a pathway to sustainable (RGC-funded) budget increases" supporting greater "accessibility of quality services for persons with disabilities and for women affected by GBV".

Engagement with PFM stakeholders during the inception phase

The PFM team conducted initial stakeholder engagement consultations over the period of November-December 2018. PFM stakeholders includes a broad range of actors across the RGC. These initial consultations demonstrated evidence of varying levels of awareness of the ACCESS Program and its objectives as well as interest. The MEF demonstrated a high level of interest in engaging with ACCESS and a clear understanding of the program approach and principles. The DAC and MOSVY-DWPD have expressed respectively strong and moderate interest in benefiting from technical assistance from the program. On another hand, PWDF and MOWA displayed some hesitation in engaging with the Program PFM team either due to an unwillingness to share internal budget information or to recognise a gap in their team's budget formulation and execution capacities. DPs involved in PFM sectors were all interested in ACCESS' engagement in the PFM sector and showed willingness to collaborate. There were significant challenges in conducting initial stakeholder consultations. One key challenge was the need to address an administrative prerequisite for *formal* designation of PFM-specific stakeholders within RGC counterpart entities (particularly for MOSVY and MOWA).

Strategic Approach for PFM Engagement

On the basis of the situation analysis and stakeholders' engagement, the PFM engagement strategy targets:

i. capacity development needs of MOWA, MOSVY and DAC across stages of the PFM/budget cycle based on a flexible adaptive approach that is responsive to priorities expressed by stakeholders, including MEF, with a strong overall alignment to the PFMRP *Platform 3* core objective of strengthening "budget-policy linkages";

ii. opportunities for strengthening budget prioritization and effective resource utilization for GBV and disability-related services at subnational levels, including both intra-ministerial PFM processes involving deconcentrated Ministries units (provincial and district level), PFM processes involving subnational administrations (SNAs) across all three tiers; and

iii. improved outcomes for inter-ministerial engagement in the formulation and implementation of sector strategies (NAPVAW & NDSP), a closer integration of the sector strategies' respective formulation processes with routine MEF-managed strategic planning and program budgeting processes.

Following the PFM engagement strategy described above, a detailed *Year 1 Activity Matrix* has been developed with activity-specific timelines, objectives, scope of coverage, participants and resource materials. As noted above, the matrix focuses on three main *types* of activities (on-going technical support, consultations on specific PFM issues, and workshops/seminars) across the three *activity areas* described above.

Finally, the preliminarily outline for PFM engagement activities in Year 2 & Year 3 focus on: (i) building on the technical support provided in Year 1 to deepen impacts on capacity development for PFM stakeholders; and (ii) extending the scope of capacity development into new areas, reflecting both the RGC PFM priorities and all phases of annual PFM cycle across a full 12-month period (from July to June).

2 LEARNING AND ADAPTATION

2.1 Emerging Issues / Risks and Solutions

Establishing formal Disability and GBV Working Groups: ACCESS Workstream Working Groups need representation from multiple ministries beyond the Lead Ministries, given the multisectoral nature of the Program. However, coordination between these ministries through existing government processes and protocols, and in particular the identification of representatives by each ministry took time which slowed down efforts to formally establish ACCESS Workstream Working Groups. **Solution:** It was agreed by all parties involved that the Working Groups would meet and operate informally during the Inception Phase, provided that all relevant sector stakeholders would be able to participate in the discussions. It was also agreed that concurrently, MOWA and DAC will guide the process to formalise the Working Groups once Workstream implementing partners are identified.

Securing buy-in and engagement with key partner ministries: The time to set up initial engagement sessions and processes with government counterparts took longer than anticipated. This was due in part to the time taken for ministry counterparts to be nominated by their respective ministries, which took place in November 2018. A lack of clarity and shared understanding of Program Principles and funding modalities created additional challenges in securing the buy-in of these ministries. **Solution:** An informal lunch with ASC members was organised on January 21, 2019 which helped clarify key Program and Partnership Principles. Since then, the relationship with government counterparts has greatly improved and the ACCESS Program Team receives support and engagement from government representatives.

Limited availability of government counterparts: With a governance structure involving senior government officials from three Ministries and one cross-ministerial body, ACCESS faces challenges in coordinating high-level meetings that will have sufficient representation from all members. For example, important governance meetings and Workstream consultations had to be postponed several times due to the unavailability of key persons, and the first ASC took place with two of its members absent. **Solution:** A system of alternates has been put in place. In addition, the ACCESS Program Team communicates well in advance with members of the various governance and implementation bodies to availability.

On-going debate around One Stop Services Centre (OSSC): The Minister of MOWA has expressed a longstanding interest in the OSSC. A feasibility study conducted in 2011 indicated however that the OSSC approach to responding to the needs of GBV survivors would offer a

fragmented response. In its place, the study recommended strong multi-sectoral coordination or a virtual OSSC, which was anticipated to be implemented through ACCESS. The discussion around a physical OSSC has recently resurfaced within the sector, following a statement from the Prime Minister in support of it. The model has little support outside of government among development partners as it is resource intensive and is designed to serve a small subset of those affected by GBV (i.e. victims of sexual assault requesting a forensic exam). In addition, the approach is being scaled back in regions where it had previously been implemented. The recommendation for the implementation of a physical OSSC did make it into the Universal Periodic Report Review process. **Solution:** To address this request from MOWA, and the statement of the Prime Minister, it has been suggested that the provision of a quiet room be made available for interview and support at Referral Hospitals (where forensic exams can be conducted), as part of the implementation of the National Guidelines in the Health System. However, a strong focus should be maintained on multisectoral coordination to ensure an integrated response to GBV. Based on the analysis, and new findings, draft priorities were developed and later presented to MOWA.

2.2 Lessons Learned

Building Local Ownership: The ACCESS Team was able to secure a high-level of engagement and buy-in from the Program government counterparts. This was due in no small part to the in-country team members and their extensive knowledge related to the relevant sectors, deep understanding of the local context, including government mechanisms and ways of working, strong sense of local ownership and their existing relationships and networks within the relevant sectors. DFAT and the ACCESS Team made a conscious decision to take the necessary time in order to build ownership and establish positive relationships across stakeholders, while being flexible in their ways of working to ensure that progress was made.

Phased Approach to Inception: Challenges to the inception phase were related to the local operating (regulatory, legal, policy) context as well as the complexity and bureaucratic nature of the government machinery. The managing contractor was able to work around these constraints by employing a phased approach to Mobilisation and Inception. For example, to ensure that key members of the ACCESS Program Team were recruited in a timely manner to support Mobilisation and Inception, two stages of recruitment were conducted. Key members of the senior management team were hired within the first three months to support the establishment of the ACCESS Program and relationships with government partners. In the face of complex government processes that impeded the establishment of formal Workstream Working Groups, the ACCESS Program Team was able to negotiate working through informal groups to ensure that the work progressed.

Monitoring, Evaluation and Learning to Build Relationships: Some of the key processes through which government buy-in was developed were the annual work planning process and MEL Scoping workshop in which government counterparts and the ACCESS Team worked together to review and refine the ACCESS Program Logic in a way that best responded to the current context. This exercise helped all parties think through the objectives of ACCESS and arrive at a common understanding of the Program.

2.3 Limitations

As alluded to previously, a key limitation during the Inception Phase has been the high level of complexity of the government machinery. The effects of this has been particularly pronounced due to the multisector nature of ACCESS; engagement with government counterparts is consistently confronted with the complex nature of inter-ministerial relations, which are shaped not only by administrative processes but by different and shifting power dynamics and competing interests. A consequence of this has been that the CIM process and tools as well as workstream priorities were approved by ASC on 7 March 2019, later than had been planned which has an impact of program implementation. Similar issues are anticipated for the Implementation Phase. As such, the ACCESS Team will need to carefully consider ways of

navigating complex inter- and intra-ministerial relationships (See following section 4.3 for recommendations).

3   LOOKING FORWARD

3.1 Updates

- ACCESS Public Launch was held on March 21, 2019
- The call for Expression of Interest under the CIM was released on March 21. 2019.
- Staff training in Finance and Operations was held during the week of March 18, 2019
- ACCESS participated in the core NDSP2 drafting team workshop from March 26 to 28, 2019.

3.2 Activities for the Period April -June 2019

- Grantee Selection and joint planning process
- Year 2 and 3 workplan development
- Supporting the finalisation of NDSP and NAPVAW
- Dissemination of relevant GBV guidelines and national accessibility guidelines
- Supporting coordination of both sectors at the national and sub-national level, including clarifying terms of references for Disability Action Working Groups, Provincial DACs and Provincial GBV networks
- Supporting MOWA, MOSVY and DAC in budget formulation
- Supporting advocacy for engagement of designated line ministries in the formulation and implementation of core sector strategies
- Assessing scope for PFM support at the sub-national level

3.3 Opportunities Related to the Future Delivery of the Program

Innovation in Sustainable Service Delivery

With the right systems, relationships, and program strategies established, the ACCESS Team will be able to devote attention to articulating and developing creative strategies to maximize the impact of the Program and ensure its sustainability, particularly through innovative partnerships with dynamic private sector actors and leveraging diverse sources of funding to support ACCESS' goals. In a context of limited government resources, the private sector can play a pivotal role. In particular, as identified in CowaterSogema's proposal, the ACCESS Team will explore opportunities to work with actors in Cambodia's rapidly growing technology and social innovation space as well as businesses that have a demonstrated commitment to developing the communities in which they operate.

Facilitating Strong Inter-and Intra-Ministerial Relationships

Despite the ACCESS Program having initially secured strong engagement from each partner ministry, there is a need for stronger working relationships, based on trust and shared

objectives, between and within ministries. Given the multi-sector nature of ACCESS, weakness in this area could significantly block progress. To be able to successfully promote a strong enabling environment for sustainable and integrated service delivery, ACCESS needs to harness the power, strengths, and engagement of all relevant ministries. The quality of inter- and intra-ministerial relationships lies at the core of whether key RGC policy commitments and goals are advanced or impeded. For example, while the process of decentralization is central to improving the overall accountability of service delivery and to empowering leaders at the commune level to be responsive to the needs of their constituencies, long-term efforts around decentralization and de-concentration have floundered, partly due to a lack of collaboration and coordination between the parties involved. This in turn is rooted in differential power relations and competing interests.

Within ministries, sometimes those championing key policy goals may not always have at their disposal the necessary influence and power to advance these priorities. Thus, in addition to identifying champions within the leadership of ministries, it is important to promote common platforms for champions at all levels within ministries to share innovative ideas and solutions with their colleagues, including those with decision-making capacity. The ACCESS Team will explore strategies, informed by best practices in change management, to facilitate productive inter- and intra-ministerial relationships; build on the strong interest for social change currently present within ministries, and mobilize leadership within key ministries. These strategies will be developed and implemented in close consultation with DFAT and leveraging the convening power of DFAT.

Creating Opportunities to Engage with other Development Partners and Programs

As the donor landscape in Cambodia continues to shift, it will be important for donor-funded programs, particularly those seeking change in the social services sector, to collaborate and strategically coordinate around high-level unifying objectives. ACCESS can create opportunities to work with other development partners/donors. This can be in the form of a forum around expanding social services that can serve to develop a common language for negotiation between government ministries and between NGOs and government. It can also assist both concerned ministries and NGOs in raising emerging issues in the sectors that ACCESS program works. The forum can be a vital source of information and ideas for all parties. Donors will bring to the table best practices and models from other programs and contexts, and key ministries may be able to leverage this and other information in its negotiations with other ministries and the government. The purpose of the forum should be to build a common understanding of areas of mutual interest in the sector between the government and NGOs and donors, and to develop pathways to fulfilling the electoral commitment of providing effective and expanded social services. In the context of ACCESS, this forum can be organized around the Annual Roundtable Meeting.

Building on Momentum and Identifying Policy Windows

Public Financial Management: Findings from the ACCESS Team's consultations with government partners as well as from the PFM Situational analysis and political economy analysis conducted indicate that the World Bank's implementation of PFM reform in Cambodia has had relative success and been well received within government, in key areas of its implementation. This was due in part to the strong internal advocacy and willingness of technical advisers embedded within MEF to facilitate policy dialogue. In addition, as Cambodia transitions to middle-income country status, there is increased attention paid to PFM and a desire to increase accountability within the RGC. There is an opportunity for ACCESS to glean learnings from the approaches employed by the World Bank's PFM Team, as well as to build on the momentum and successes generated through this reform programme, to advance its objectives under the PFM Workstream.

Social Protection Policy Framework: The social protection scheme is a major policy reform and a multi-ministry initiative that will have nationwide reach. It is also an electoral commitment, and enjoys significant public support for, and attention to its implementation. There is an

opportunity for ACCESS to leverage this policy window to advance the implementation of its own objectives by identifying strong linkages with the broader goals of the social protection scheme.

Adopting Strong Intersectionality

The strength of ACCESS will rest, among other factors, in its ability to reach the most vulnerable and cut across multiple sectors to ensure that a whole of government and comprehensive approach is adopted in serving Cambodians who are most in need, recognizing that women affected by GBV and persons with a disability may face a multitude of barriers and be marginalized across many dimensions of their identity. As such a strong intersectional approach to program implementation is required. One avenue for ensuring strong intersectionality will be through the CIM through which NGOs, many of whom serve different vulnerable groups and address multiple issues in a holistic way, will be supported. This is also alignment with the Neary Rattanak and the NAPVAW which identify and commit to taking specific measures to serve the most vulnerable groups of women, including women with disabilities, ethnic and religious minorities, LGBTI people, and sex workers. Efforts to collaborate and coordinate closely with other development programs will also strengthen the Program's intersectional approach.

ANNEX 1: BUDGET STATUS AND FORECAST

Description	Head Contract Limit original	Year 1 Budget Sept 2018 to Jun 2019	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Cumulative spent (Sept 2018 - March 2019)	Budget - Spent (Current Year)	% Spent vs Budget (Current Year)	Apr-19	May-19	Jun-19	Estimated Remaining Balance June 30, 2019	Est Amount to be Spent to June 2019	% Est. Spent on Head Contract
			Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual			Budget	Budget	Budget	Contract Limit - Actual - Budget		
Management Fees	**1,845,425**	**616,611**	**-**	**-**	**44,086**	**61,514**	**48,494**	**-**	**-**	**154,094**	**462,517**	**25%**	**242,295**	**158,708**	**61,514**	**1,228,815**	**616,610**	**33%**
Quarterly Payments	553,627	184,542				61,514				61,514	123,028	33%	61,514	-	61,514	369,085	184,542	33%
Payable by Performance	410,086	136,695								-	136,695	0%	136,695	-	-	273,391	136,695	33%
Payable by Milestone	881,712	295,374	-	-	44,086	-	48,494	-	-	92,580	202,794	31%	44,086	158,708	-	586,339	295,373	33%
Personnel Costs	*3,454,315*	*851,128*	*9,836*	*23,085*	*66,182*	*79,254*	*80,389*	*67,040*	*60,180*	*385,966*	*465,162*	*45%*	*83,685*	*108,875*	*111,851*	*2,763,938*	*690,377*	*20%*
Long Term Adviser Costs - ARF	637,975	161,624	6,067	13,000	17,073	23,047	17,073	17,073	17,073	110,405	51,219	68%	17,073	17,073	17,073	476,351	161,624	25%
Short Term Adviser Costs - ARF	941,270	290,150	3,770	9,387	32,224	26,847	43,846	19,829	15,100	151,003	139,147	52%	29,255	46,155	37,764	677,094	264,177	28%
Long Term Personnel Costs - Non ARF	1,741,390	346,406		698	16,885	19,040	19,040	20,849	24,632	101,144	245,262	29%	31,884	39,332	39,332	1,529,698	211,692	12%
Short Term Personnel Costs - Non ARF	133,680	52,948				10,320	430	9,289	3,375	23,414	29,534	44%	5,473	6,315	17,682	80,796	52,884	40%
Advisor Support Costs	*2,085,111*	*182,746*	*17,608*	*8,307*	*14,232*	*6,840*	*774*	*12,215*	*26,435*	*86,410*	*96,336*	*47%*	*23,506*	*22,190*	*26,306*	*1,926,698*	*158,413*	*8%*
Advisor Support Costs	2,085,111	182,746	17,608	8,307	14,232	6,840	774	12,215	26,435	86,410	96,336	47%	23,506	22,190	26,306	1,926,698	158,413	8%
Operational Costs	*1,218,239*	*425,809*	*3,637*	*49,992*	*48,198*	*28,118*	*5,920*	*16,179*	*34,260*	*186,304*	*239,505*	*44%*	*38,648*	*11,859*	*34,549*	*946,878*	*271,361*	*22%*
Office Set-up Costs	280,069	245,974		30,311	45,759	18,366		4,163	4,887	103,487	142,487	42%	14,113	-	-	162,470	117,599	42%
Office Running Costs	938,170	179,835	3,637	19,682	2,439	9,752	5,920	12,015	29,373	82,818	97,018	46%	24,535	11,859	34,549	784,408	153,762	16%
Program Costs	**6,396,910**	**232,398**	**-**	**-**	**-**	**3,629**	**-**	**4,034**	**26,480**	**34,143**	**198,256**	**15%**	**16,400**	**53,855**	**45,290**	**6,247,222**	**149,688**	**2%**
Grants Allocation										-	-		-	-	-			
Other Program Costs		232,398				3,629		4,034	26,480	34,143	198,256	15%	16,400	53,855	45,290			
Total Program	**13,154,575**	**1,692,082**	**31,081**	**81,385**	**128,612**	**117,841**	**87,083**	**99,468**	**147,354**	**692,823**	**999,258**	**41%**	**162,239**	**196,780**	**217,996**	**11,884,736**	**1,269,839**	**10%**
TOTAL include Management Fees	**15,000,000**	**2,308,692**	**31,081**	**81,385**	**172,697**	**179,355**	**135,577**	**99,468**	**147,354**	**846,917**	**1,461,775**	**37%**	**404,534**	**355,488**	**279,510**	**13,113,551**	**1,886,449**	**13%**

ANNEX 2: UPDATED RISK MATRIX

Appendix A: Risk Matrix Descriptors

Likelihood	Negligible	Minor	Moderate	Major	Severe
Almost Certain	Moderate	Moderate	High	Very High	Very High
Likely	Moderate	Moderate	High	High	Very High
Possible	Low	Moderate	High	High	High
Unlikely	Low	Low	Moderate	Moderate	High
Rare	Low	Low	Moderate	Moderate	High

Likelihood	Description
Almost Certain	*Expected to occur in most circumstances* • Has occurred on an annual basis in DFAT or in similar agencies / organisation in the past • Circumstances are in train that will cause it to happen
Likely	*Will probably occur in most circumstances* • Has occurred in the last few years in DFAT or has occurred recently in similar agencies / organisations • Circumstances have occurred that will cause it to happen in the next few
Possible	*Might occur at some time* • Has occurred at least once in the history DFAT or in similar agencies / organisations
Unlikely	*Not expected to occur* • Has never occurred in DFAT but has occurred infrequently in similar agencies /
Rare	*May occur only in exceptional circumstances* • Has not occurred to date in DFAT or any other similar agency /

Consequence	Description
Negligible	• Result in consequences that can be dealt with by routine operations
Minor	• Minor delays in providing services or achieving objectives • Threaten the efficiency of effectiveness of some aspect of the program / activity / business unit but can be dealt with internally • Have minor political / community sensitivity • Minor dissatisfaction of clients / beneficiaries, partners or other key stakeholders • Program / project / business unit suffers minor adverse financial impact • Minor breach of public sector accountability requirements • Minor damage to property or one minor injury
Moderate	• Moderate delays in providing services or achieving key objectives • Program / activity / business unit subject to unplanned review or changed ways of operation

Consequence	Description
	• Have moderate political / community sensitivity resulting in limited adverse publicity or criticism • Limited dissatisfaction of clients / beneficiaries, partners or other key stakeholders, moderately damaging DFAT's reputation • Program / project / business unit suffers moderate adverse financial impact • Moderate breach of public sector accountability requirements or information security • Moderate damage to property • One serious injury or multiple minor injuries
Major	• Threaten the survival or continued effective function of the program / activity / business unit • Major delays in providing services or achieving key objectives • Have major political / community sensitivity resulting in significant adverse publicity or criticism • Significant dissatisfaction of clients / beneficiaries, partners or other key stakeholders, significantly damaging DFAT's reputation and relationships • Program / project / business unit suffers major adverse financial impact • Major breaches of public sector accountability requirements, legislative / contractual obligations or information security • Major damage to property or moderate damage to multiple properties

Appendix B: Risk 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 (if no, propose treatment)	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	The task of building financial management capacity in target ministries, in addition to building service delivery capacity may overwhelm the absorptive capacity and financial and human resources of the target ministries. This could lead to disengagement from partner ministries and capacity constraints not being addressed.	DFAT has already invested in addressing various capacity constraints through previous programs. The DFAT internal portfolio management process helps minimise potential for over burdening target ministries.	Moderate	Possible	High	No	- The ACCESS field team will work closely with target ministries to identify realistic targets, and to build internal MEL systems which can support timely and sound decision-making. - Grantees, including NGO service providers will be supported through the CIM to support implementation of key government services - 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.	Program Team	Moderate	Unlikely	Moderate
Results	Improved sustainability of quality, inclusive services	2	Fragmentation: Activities across different sectors and sub-sectors will be funded through the CIM. If funding for activities is not provided in a strategic way,	The current design is based on consultations with a wide range of stakeholders and incorporates a	Moderate	Unlikely	Moderate	Yes	- Although the risk level is acceptable, there are steps that the Program can take to maintain this risk level and/or bring it down. - During the Inception Phase, the ACCESS Team engaged with a large	N/A	Minor	Rare	Low

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 (if no, propose treatment)	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
			implementation of activities funded through ACCESS, and the Program as a whole may lack coherence. This could diffuse results as well as diminish opportunities for harmonization across DFAT's aid portfolio in Cambodia and hamper alignment between Cambodia's and Australia's development and economic objectives.	number of implementation mechanisms to ensure an integrated program.					number of stakeholders to build consensus and a common understanding of the Program's priorities and interventions. - The Call for Expressions of Interest is sufficiently prescriptive to ensure that potential applicants propose activities that are aligned with sector strategies NAPVAW and NDSP and Program outcomes. - ACCESS will facilitate joint planning processes for each component to be funded by CIM (rehabilitation, employment and GBV) to ensure individual proposals from grantees are complementary and contribute to jointly agreed objectives.				
Results	Improved budget processes supporting services for persons with disabilities and for women	3	PFM efforts in target ministries may be undermined by decisions outside the target ministries' control (i.e. MEF). This may result in RGC budget allocations decreasing or not increasing for GBV and disability services.	MEF is a signatory to the Subsidiary Agreement between DFAT and the RGC for this Program. It has been the intention as per the design to engage MEF at high levels (e.g., through	Moderate	Likely	High	No	- Engagement with MEF during the Inception Phase confirmed the strong interest and buy-in from this Ministry in supporting the ACCESS PFM approach - In addition to building on existing controls (e.g., continue to seek engagement from MEF at the right levels) the Program will continue to	Program team	Moderate	Likely	Moderate

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 (if no, propose treatment)	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
	affected by GBV			participation in the ASC)					carefully analyse and map the various stakeholders, relationships, and interests at play to identify solutions to potential barriers / constraints posed by different actors. This work has begun, with the ACCESS Team conducting a stakeholder mapping during the Inception Phase. - The Program's ongoing political economy analysis will help to determine key pressure points, strategic entry points and strategies to engage with actors who may block progress.				
Reputational / Results	Improved sustainability of quality, inclusive services	4	Changes in RGC policies and priorities mean that certain strategies proposed in the design are no longer relevant and may need to be changed.	DFAT's on-going development dialogue with RGC should prevent such unforeseen changes of direction and policy shifts.	Moderate	Unlikely	Moderate	Yes	- Although the risk level is acceptable, there are steps that the Program can take to maintain this risk level and/or bring it down. - Ongoing political economy analysis, close and continued engagement with the RGC, particularly through the Program Leads embedded in each partner ministry, and flexible programming will ensure that the program activities are aligned with RGC priorities or are able to shift and adapt as	Program Team	Minor	Unlikely	Low

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 (if no, propose treatment)	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
									needed. This work has already begun with the Political Economy Adviser informing the key Program and sector strategies during the Inception Phase. - The ACCESS team is closely involved in the development of NDSP 2 and NAPVAW 3. Program priorities closely align with these two guiding strategies and the strategies maintain strategic direction that are consistent with initial ACCESS design.				
Results	Increased accessibility of quality services for persons with disabilities and for women affected by GBV	5	Certain elements of the Program design are ambitious and may not be realized within the 3-year time frame (e.g., social norms component).The Program's learning-by-doing and adaptive management approach to implementation will mean that some elements of the program will need to be adjusted or deemed out of scope.	The current DFAT team understand the long-term nature of commitment required to see impact. Regular check-ins with DFAT will provide an opportunity to brief DFAT on the feasibility of moving forward with certain elements of the Program.	Minor	Likely	Moderate	Yes	- Although the risk level is acceptable, there are steps that the Program can take to maintain this risk level and/or bring it down. - Ensure regular communication, outline challenges and openly discuss expectations with DFAT. - Good-quality MEL, appropriate policy linkages, and promising partnerships with potential for early wins will ensure progress towards meeting expected outcomes. - The Program Logic review during the Inception Phase resulted in the	Program team and DFAT	Negligible	Possible	Low

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 (if no, propose treatment)	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
									modification of some intermediate outcomes. Supporting the diversification of NGO funding and influencing social norms at the community level are no longer within the scope of the Program.				
Results / Reputational	Improved sustainability of quality, inclusive services	6	DFAT's rules around non-payment of government officials and no fund transfers to target ministries may result in government officials' lack of participation and commitment to Program interventions.	Existing open communication about the needs, challenges of each side (DFAT, RGC, and ACCESS Team).	**Moderate**	**Possible**	**High**	No	- 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. - 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.	**Program team and DFAT**	**Moderate**	**Unlikely**	**Moderate**
Results / Reputational	Australian identity / public diplomacy	7	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 Cambodia raise the risk of serious miscommunication regarding ACCESS and its	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	**Major**	**Possible**	**High**	No	- The ACCESS Team will leverage its expertise (both international and local) in political economy analysis, monitoring, evaluation and learning, Communications, Disability, GBV, and PFM to carefully balance the need to produce sound, timely, and effective communications strategies targeted to different audiences, with the need to	**Program team**	**Moderate**	**Possible**	**Major**

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 (if no, propose treatment)	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
			objectives as well as the risk of negative public coverage (e.g. Program is used to convey political messages).	DFAT, will be important controls.					ensure consistent communications and build a common vision and narrative for ACCESS. - The Team will continue to consult closely and frequently with DFAT regarding communications and media engagement.				
Reputational	Improved sustainability of quality, inclusive services	8	Potential budget cuts by Australian Government causes uncertainty around the availability of sufficient resources to achieve results	- Existing open and frequent communication between DFAT and ACCESS - DFAT and Managing Contractor will work very closely on identifying solutions in the event of budget cuts	**Moderate**	**Possible**	**High**	No	- Annual work plans 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	**Program team**	**Minor**	**Possible**	**Moderate**
Reputational	Australian identity / public diplomacy	9	Australia's contribution and 'brand' are not appropriately reflected given the large number of partners involved.	DFAT branding guidelines are applied to all external communications to ensure visibility of DFAT.	**Moderate**	**Unlikely**	**Moderate**	Yes	- CowaterSogema consistently applies the DFAT branding guidelines to all of its outputs. The Communications Plan stipulates the use of DFAT and Program branding. ACCESS branding guidelines, communication documents and website provide clear and broad	**Program team**	**Minor**	**Unlikely**	**Low**

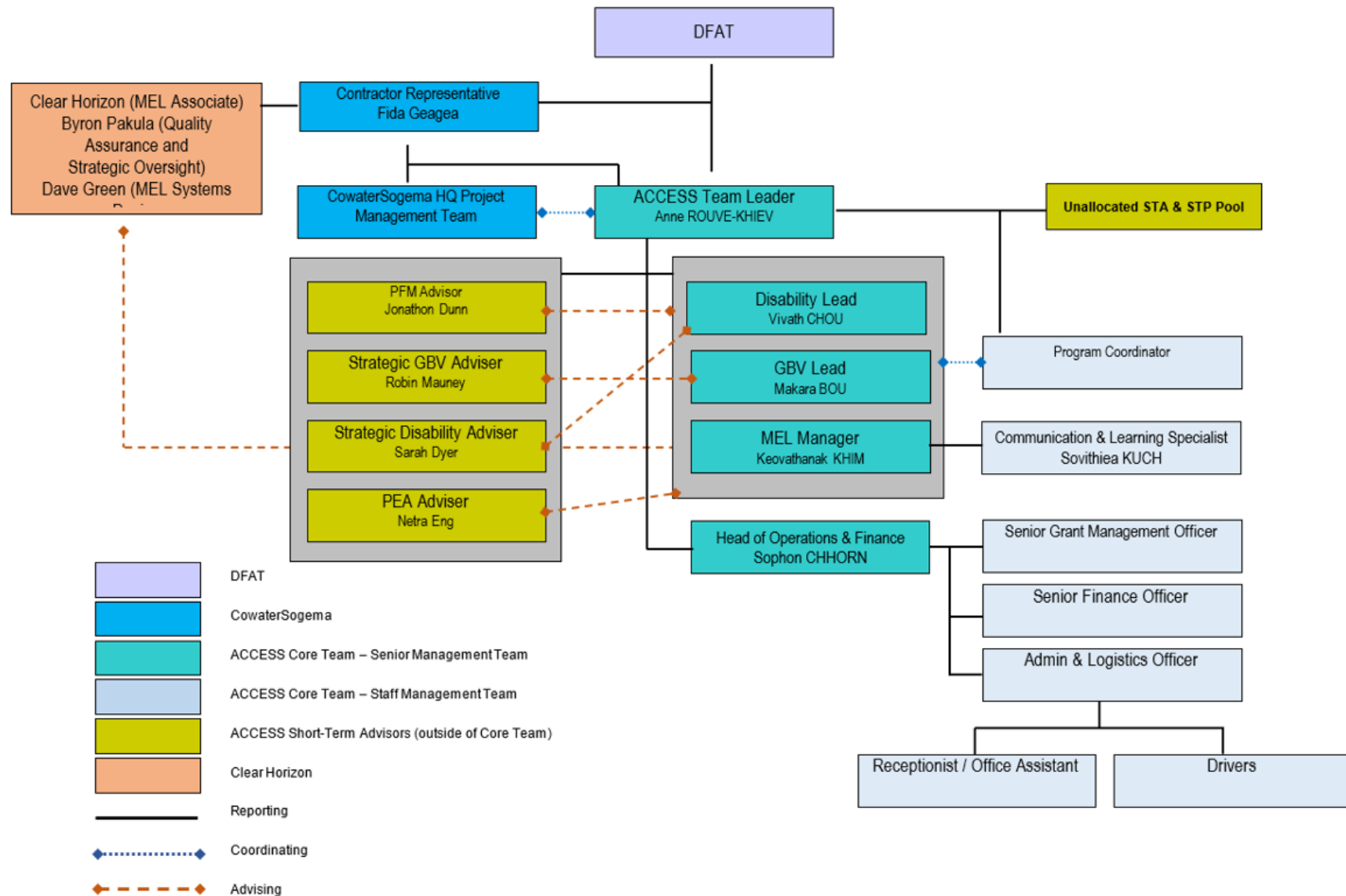| Risk Category	Objective/s	Risk No	Risk (what will prevent you achieving the objective/s?)	Existing Controls (what is currently in place?)	Consequence	Likelihood	Risk Rating	Is risk rating acceptable? Y/N (if no, propose treatment)	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
									visibility of Australia's contribution. Each Partnership agreement will include an appropriate reflection of the Australian contribution and brand. This will be actively monitored. - ACCESS' contributions to the RGC and to Cambodia's development will continuously be highlighted and leveraged to strengthen relationship between the two governments.				
Results	Increased accessibility of quality services for persons with disabilities and for women affected by GBV	10	Women participating in the Program as beneficiaries face a heightened risk of gender-based violence, in particular, intimate partner violence.	Program design and objectives align with DFAT's Gender Equality and Women's Empowerment Strategy and is specifically about ending violence against women. The design incorporates strong "Do no harm" principles.	Major	Unlikely	Moderate	No	- The Program's GESI strategy informs intervention design so as to minimise harm and ensure that power dynamics between men and women are understood and handled sensitively. 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. - A checklist will be developed to make sure interventions are culturally sensitive. Protocols and training will be developed on how to handle suspected or known cases of abuse. Monitoring	Program team	Moderate	Rare	Moderate

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 (if no, propose treatment)	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
									missions will include feedback sessions and interviews with women to obtain their feedback on unexpected effects.				
Reputational	Increased accessibility of quality services for persons with disabilities and for women affected by GBV	11	Incidences of abuse may arise, perpetrated by some partner organizations that work with vulnerable populations who may be at increased risk of sexual exploitation and violence	- DFAT Gender Equality and Women's Empowerment are embedded in Program design and delivery. - Managing Contractor has policy and procedures to address risk of sexual harassment, abuse and sexual exploitation that all Program staff and partners are obliged to adhere to.	Severe	Possible	High	No	- Training on the policy and associated procedures has been provided to staff and to partners, where relevant. The CowaterSogema Code of Conduct is instilled in partnership agreements and oblige partners to comply with Program and DFAT sexual abuse and harassment policies. - Reported instances or allegations of abuse and/or sexual misconduct are handled swiftly and escalated to Managing Contractor HQ. 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.	Program team	Major	Unlikely	Moderate

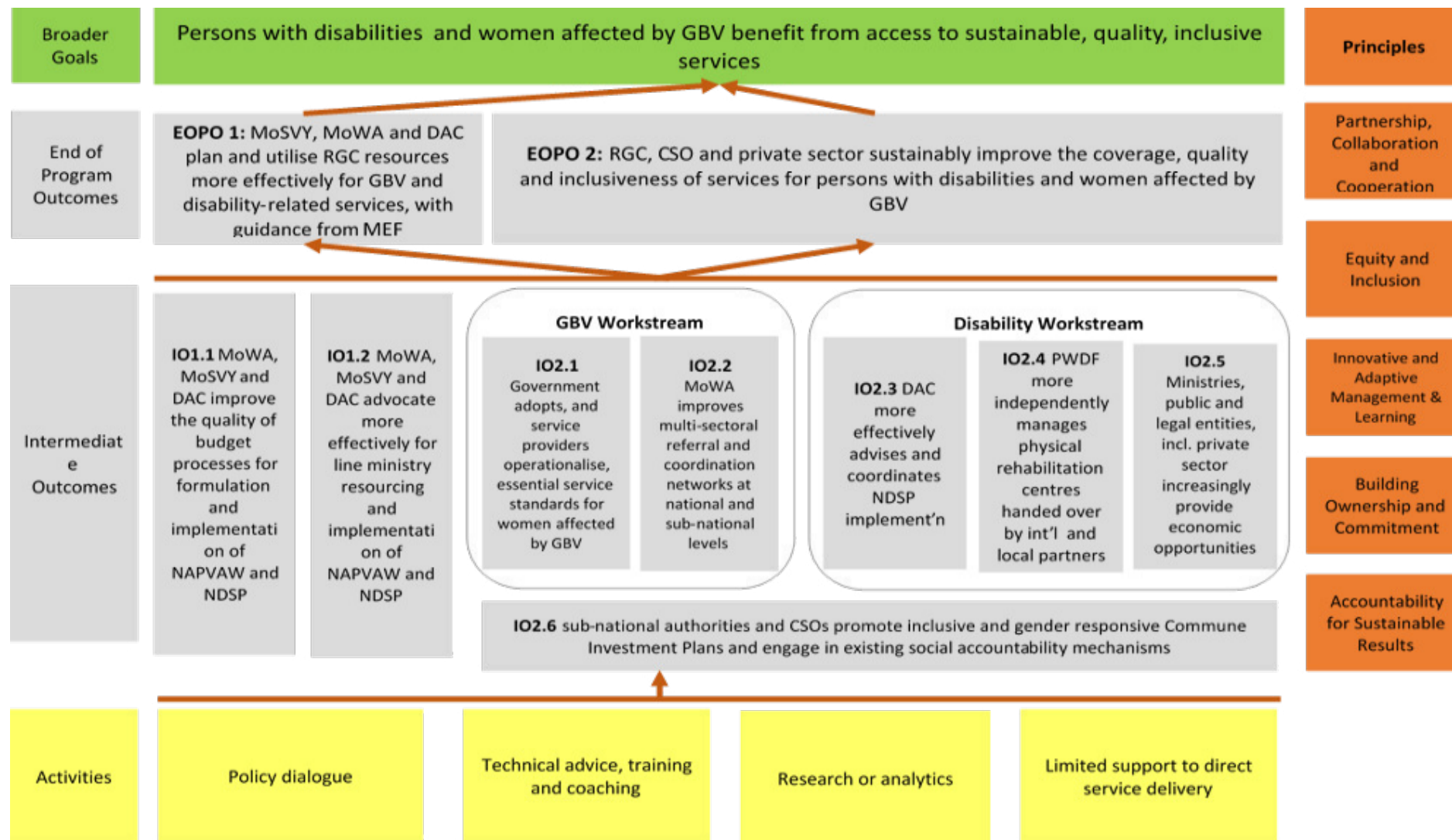| Risk Category	Objective/s	Risk No	Risk (what will prevent you achieving the objective/s?)	Existing Controls (what is currently in place?)	Consequence	Likelihood	Risk Rating	Is risk rating acceptable? Y/N (if no, propose treatment)	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
Results / Reputational	Improved sustainability of quality, inclusive services	12	Partners underperform and do not deliver agreed results, delaying progress in achieving Program objectives.	Potential partners identified based on their willingness and suitability to engage.	**Moderate**	**Possible**	**High**	Yes	- CIM selection criteria have been developed and established with the purpose of engaging partners with a strong record and previous experience that demonstrates capacity to deliver results within the timeframe. The proposed due diligence process is rigorous and will be conducted on all potential partners to determine where performance and financial risks may lay. As part of the Partnership Agreements, risk mitigation actions will be included which may include capacity development support to the partner to ensure that they are equipped to perform and achieve results. 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	**Program team and** DFAT	**Moderate**	**Unlikely**	**Moderate**

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 (if no, propose treatment)	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
									whether the partnership has to be terminated in consultation with DFAT.				
Fiduciary / Corporate	Improved sustainability of quality, inclusive services	13	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 international standards for financial management.	DFAT's fraud control framework and policy statement underpin the implementation of all DFAT funded program.	**Major**	**Possible**	**High**	No	- In addition to DFAT's fraud control framework, CowaterSogema has a fraud control plan and associated policies and procedures for financial management, fraud mitigation and reporting which it applies to all its projects. All staff are trained on fraud and anti-corruption during inception, including how to identify fraud and the appropriate reporting channels. Where fraud is detected, CowaterSogema meets all of DFAT's minimum requirements around reporting and proactively investigates claims as soon as they are raised. 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.	**Program team/ DFAT**	**Moderate**	**Unlikely**	**Moderate**

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 (if no, propose treatment)	Proposed Treatments - (If no further treatment required or available, please explain why)	Person Responsible for Implementing Treatment/s	Consequence	Likelihood	Risk Rating
Corporate / Reputational	Improved sustainability of quality, inclusive services	14	Bribery and corruption: stakeholders request facilitation payments where local authorizations are required to participate in program activities.	DFAT's fraud control framework and policy statement underpin the implementation of all DFAT funded projects.	**Moderate**	**Possible**	**High**	No	- Apply DFAT and CowaterSogema's fraud control plans and procedures to all aspects of implementation of the Program. All staff and Partners are trained in fraud and anti- corruption, including DFAT policy and responsibilities or identifying and reporting suspected or actual fraud and corruption. - Develop clear guidelines for staff and Partners regarding where payments are expected to minimise the opportunity for facilitation payments. Conduct rigorous accounting and financial control to ensure every dollar is accounted for.	**Program team/ DFAT**	**Moderate**	**Unlikely**	**Moderate**
Corporate	High quality program implementation	15	Unclear division of roles among RGC agencies, Program team and/or implementing partners leads to confusion and potential conflicts among these organisations and the quality of interventions are decreased	Develop Roles and Responsibilities during the Inception Phase as part of the 'standard operating procedures' agreed with RGC in advance of Program implementation.	**Moderate**	**Possible**	**High**	Yes	- Clear communication channels and clarification of respective roles have been established with Counterpart Ministries during Inception. - Organise regular meetings and encourage regular and ongoing dialogue with RGC agencies. Maintain open communications around progress and expectations.	**Program team/ Implementing Partners**	**Minor**	**Unlikely**	**Low**

ANNEX 3: UPDATED ORGANISATIONAL CHART

ANNEX 4: APPROVED PROGRAM LOGIC

Broader Goals	Persons with disabilities and women affected by GBV benefit from access to sustainable, quality, inclusive services	Principles

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

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

Principles:
- Partnership, Collaboration and Cooperation
- Equity and Inclusion
- Innovative and Adaptive Management & Learning
- Building Ownership and Commitment
- Accountability for Sustainable Results

Intermediate Outcomes

IO1.1 MoWA, MoSVY and DAC improve the quality of budget processes for formulation and implementation of NAPVAW and NDSP

IO1.2 MoWA, MoSVY and DAC advocate more effectively for line ministry resourcing and implementation of NAPVAW and NDSP

GBV Workstream

IO2.1 Government adopts, and service providers operationalise, essential service standards for women affected by GBV

IO2.2 MoWA improves multi-sectoral referral and coordination networks at national and sub-national levels

Disability Workstream

IO2.3 DAC more effectively advises and coordinates NDSP implement'n

IO2.4 PWDF more independently manages physical rehabilitation centres handed over by int'l and local partners

IO2.5 Ministries, public and legal entities, incl. private sector increasingly provide economic opportunities

IO2.6 sub-national authorities and CSOs promote inclusive and gender responsive Commune Investment Plans and engage in existing social accountability mechanisms

Activities

- Policy dialogue
- Technical advice, training and coaching
- Research or analytics
- Limited support to direct service delivery

ANNEX 5: APPROVED THEMATIC FOCUS AND PRIORITY PROVINCES

The ACCESS key interventions will align with priorities of the National Action Plan to Prevent Violence Against Women (NAPVAW) and the National Disability Strategic Plan (NDSP).

Potential priorities for both disability and gender-based violence (GBV) workstreams have been identified through discussions with the Program's key government counterparts and consultations with sector stakeholders. These are summarised in table 1 below.

Rather than direct service delivery, ACCESS will support the implementation of catalytic activities that will help generate an evidence base for policy dialogue and action aimed towards greater Royal Government of Cambodia (RGC) budget allocation to critical services in the GBV and disability sectors. ACCESS supported-interventions will build the internal capacities of government service providers to scale up successful approaches and implement existing standards. ACCESS may address short-term gaps in RGC service provision as a transitional approach and with clear sustainability strategies in place.

All ACCESS interventions will be guided by the following ACCESS principles:

- Partnership, collaboration and Cooperation;
- Equity and Inclusion;
- Local ownership and commitment;
- Innovative, adaptive management and learning;
- Accountable for sustainable results.

ACCESS activities will complement and reinforce RGC initiatives using technical assistance and a competitive grants mechanism (CIM) in the areas outlined in table 1 below. Proposed areas of support for CIM grants (to complement ACCESS technical advice and RGC initiatives) are highlighted.

Table 1: **Priority activities for ACCESS grants**

Coordination: IO 2.2 MOWA improves multi-sectoral referral and coordination networks at national and sub-national levels

Priorities for GBV Workstream	**Support through CIM**
Continue to promote and support the Technical Working Group on Gender - Gender Based Violence (TWGG-GBV) as the inter-ministerial coordination mechanism to promote national level coordination for implementation of the National Action Plan to Prevent Violence Against Women (NAPVAW).	Support a key actor that can provide on-going technical support to MoWA in its leadership role and to TWGG-GBV.
Expand the geographical reach of GBV Working Groups at the District Level *(see geographic focus)* ensuring inclusion of marginalised groups.	Support key actor that can provide technical support to MoWA to expand sub-national Working Groups.
Review the emerging practice of GBV Working Groups (already established) and based on learnings, develop Terms of References with common roles and responsibilities.	Engage key actor that can identify and hire experts to evaluate and recommend coordination mechanisms.
Improve linkages between the national and subnational coordination mechanisms (bringing issues to the national level and policy priorities to the subnational level).	N/A

Priorities for GBV Workstream	Support through CIM
Provide capacity building to GBV Working Group Members through training, coaching and mentoring on roles and responsibilities, relevant minimum standards and guidelines in an organized package *(Minimum Standards of Essential Services, Minimum Standards of Basic Counselling, Referral Guidelines, Mediation Guidelines, Data Collection and gender norms and relevant laws other relevant topics as identified).*	Engage different key actors that are specialists in different minimum standards.
Implement national administrative data collection and case management system on services provided and referred for GBV Working Group members (need computers, training, system for collection).	Key actor to review and update training package and deliver training to GBV Working Group members.

Access to essential services- IO 2.1 Government adopts and services providers operationalize essential service standards for women affected by GBV

Access to Justice

Priorities for Disability Workstream	Support through CIM
Improve mediation to be women-centered through the implementation of Minimum Standards (Good Practices) in Mediation as a Response to Violence against Women.	Engage key actors to support development of training package and delivery of training.
Support women's access to legal information and legal services including building the government Legal Aid Fund.	Support provision of legal services and technical support to MoWA for Legal Aid Fund implementation.
Continue to ensure that MoWA Judicial Police Agents/Officers can fulfil their roles and responsibilities.	Provision of training, coaching mentoring.
Support review and recommendations to address gaps of relevant laws and policies to ensure alignment with CEDAW and other national and international good practices.	N/A

Access to quality Health Care

Priorities for Disability Workstream	Support through CIM
Continue and expand the implementation of the *National Guidelines for Managing Violence Against Women in the Health System* and the *Clinical Handbook for Women Subjected to Intimate Partner and Sexual Violence.*	Support to develop and implement training and coaching to health providers.
Ensure that survivors that go to the Provincial Hospital for services have appropriate care (quiet room, etc.).	Demonstrate appropriate coordination and referral at referral hospital level.

Access to Essential Social Services

Priorities for Disability Workstream	Support through CIM
Where gaps in services exist, fund essential social services with an approach that builds the capacity of the government authorities' and ensure that services are available, accessible and appropriate, using a rights-based and victim/survivor-centered approach promoting safety of the survivor and perpetrator's accountability.	Key actors address service gaps – and build capacity of relevant service providers.

Priorities for Disability Workstream	Support through CIM
Ensure access to information and essential services for marginalised groups.	Demonstrate effective approach to inclusive GBV services.

COORDINATION: IO 2.3 DAC more effectively advises and coordinates NDSP2 implementation

Priorities for Disability Workstream	Support through CIM
Support development, finalization and dissemination of NDSP2 and other guidelines such as national accessibility guidelines.	Support development of an accessibility practical toolkit.
Support amendment of disability "Law on the Protection and the Promotion of the Rights of Persons with Disabilities".	
Strengthen national and sub-national coordination mechanisms including development of clear terms of references, annual workplan and budget plan.	Capacity building of Provincial DAC and Disability Action Working Groups.
Improve the collection of disability data and methodology for existing surveys and existing data management systems.	Support to relevant research/studies.

REHABILITATION: IO 2.4 PWDF more independently manages physical rehabilitation centres (PRCs) handed over by IO/NGOs

Priorities for Disability Workstream	Support through CIM
Develop a roadmap for the transition of rehabilitation services from NGOs to RGC based on the PWDF-NGOs five-year physical rehabilitation transition plan.	Support to operationalise the road map. Implementation of catalytic activities to build evidence of what works.
Develop PRC Minimum Package of Services (PRC-MPS) that includes: Staff management; Service quality assurance; Financial management and cost recovery; Procurement procedures including a standardize list of equipment and production material; Data management, etc.	
Build capacity of PWDF in rehabilitation management and in operationalising the PRC Minimum package of Services.	Support IO/NGOs in provision of TA to PWDF and to demonstrate successful approach to cost recovery, rehabilitation management, etc.
Demonstrate effective coordination and referral model covering identification, referral and intervention.	Support demonstration of good practices.

EMPLOYMENT: IO 2.5 Ministries, public and legal entities, including private sector, increasingly provide economic opportunities to person with disabilities

| Priorities for Disability Workstream	Support through CIM
Support capacities of the Department of welfare for Persons with Disabilities (DWPD) to provide guidance to other Ministries, public entities, private sector and others to fulfil the obligations as stated in sub-decree #108-Disability quota system; Inter-ministerial Circular #005 on	Support development of training package and toolkit on inclusion in the workplace and reasonable accommodation.

Priorities for Disability Workstream	Support through CIM
Reasonable Accommodation on Employment of Persons with Disabilities; Ministry circular #001 on Strengthening quality of VCT for persons with disabilities; and other legal documents.	Conduct studies to assess the demand and offer for employment of persons with disabilities.
Establish inclusive employment coordination mechanisms at national and sub-national level.	Support demonstration of successful approach to linking various actors around inclusive employment.
Accompany employers and Vocational training centres to become more inclusive.	Develop training toolkits on inclusion in the workplace, non-discrimination and reasonable accommodation. Support Vocational Training Centres (VTC) and training centers/agencies to be inclusive of persons with disabilities. Support inclusive livelihood services at sub-national level.
Support persons with disabilities entrepreneurship.	Support Innovative approach from the private sector to promote persons with disabilities' entrepreneurship
Improve self-esteem and employability skills of persons with disabilities and their access to information on existing opportunities.	Support persons with disabilities' leadership initiatives and strengthen their employability skills.
Linkages to PFM (IO 1.1 and 1.2) ▪ Support MoWA, MOSVY, DAC and other key line ministries to increase government budgets to provide services for women affected by GBV and persons with disabilities. ▪ Support sub-national entities to improve their budget processes.	▪ Support generation of evidence on which to base realistic costed budget. ▪ Implement expenditure tracking survey. ▪ Support PFM capacity of subnational authorities.
Linkages with D&D Reforms: IO 2.6 ▪ Support subnational authorities such as the Provincial/District Consultative Committee on Women and Children, Commune Committee on Women and Children and the decentralization of the roles of PDoWA and DoWA. ▪ Support development of disability inclusive and gender sensitive Commune Investment Plans.	▪ Support capacity building of key sub-national authorities at the local level. ▪ Sensitize local authorities on the needs of women affected by GBV and persons with disabilities.
Linkages with other processes such as the social accountability framework to promote accountable government responses to ending violence against women **(IO 2.6).**	Engage DPOs and CSOs in participating in existing social accountability framework.

Appendix A: Geographic Focus

ACCESS presents three levels of intervention:

- **National level-** *Institutionalise*: ACCESS CIM may fund activities at the national level or with broad coverage. This may include for example technical assistance to a relevant Ministry for the development of training curriculum, production of practical guides and tools to facilitate the implementation of existing guidelines, or finalisation and dissemination of guidelines, where needed.

- **15 eligible provinces-** *Strengthen and scale up*: Any of the existing 11 physical rehabilitation centres will be eligible to receive support for the improvement of quality in service provision. However, priority should be given to physical rehabilitation centres recently handed-over to the Persons with Disability Foundation (PWDF). GBV coordination and referral networks will be expanded to new districts in the current MOWA eight priority Provinces[1].

- **3 focus provinces-** *Demonstrate*: CIM will support a comprehensive package of interventions in the Provinces of **Kampong Cham, Kampong Speu and Siem Reap**. This may include support to a variety of services for women affected by GBV (health, access to justice and essential social services), provision of economic opportunities to persons with disabilities in link with rehabilitation services, strengthening of the link between rehabilitation services and the community and synergies between GBV and disability interventions.

Eligible provinces are: Battambang, Kampong Cham, Kampong Chnang, Kampong Speu, Kampong Thom, Kratie, Phnom Penh, Preah Sihanouk, Preah Vihear, Prey Veng, Ratanak Krir, Siem Reap, Stung Treng, Takeo, Tbong Kmom.

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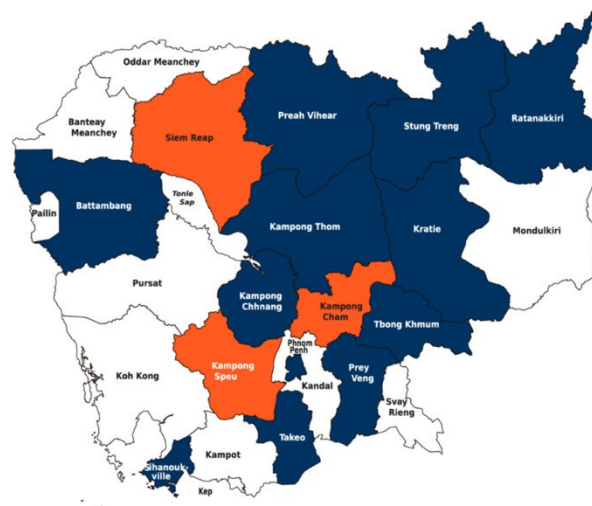
[1] MOWA priority provinces are: Kampong Cham, Kampong Speu, Kampong Thom, Preah Sihanouk, Preah Vihear, Tbong Kmom, Siem Reap and Stung Treng.

ANNEX 6: APPROVED CIM ASSESSMENT CRITERIA

Criteria	Elements to be assessed
Relevance	1. The expression of interest presents relevant expertise in the areas of focus of the call. 2. The expression of interest directly addresses workstream priorities and aligns with the relevant RGC strategies: NDSP and NAPVAW and ACCESS program logic. 3. The expression of interest presents a deep understanding of the issues involved, the opportunities, challenges and dynamics for improving the access and quality of services for persons with disabilities and/or women affected by GBV.
Effectiveness	4. The expression of interest proposes a clear partnership strategy and mechanisms to support capacity building of selected partners. 5. The proposed action is well articulated and will contribute meaningfully to gender equity and inclusion. 6. The expression of interest provides clear suggestions on creating synergies with grantees from the other component.
Efficiency	7. The expression of interest presents clear financial management mechanisms and safeguard policies. 8. The applicant possesses strong M&E and learning systems, as well as a relevant approach to learning. 9. The proposed budget and timeframe are realistic and reflect the proposed interventions
Sustainability	10. The applicant has relevant experience in building capacities of local actors and the proposed action includes clear capacity building strategy. 11. The activities proposed in expression of interest use existing mechanisms and initiatives. 12. The expression of interest demonstrates contribution to sustainable funding for the sector
Innovation	13. Expression of interest presents innovative approaches or modalities to addressing the identified issue(s) and engaging beneficiaries.

ANNEX 7: PROPOSED ANNUAL WORKPLAN TEMPLATE

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ANNEX 1: Detailed Annual Work Plan

ANNEX 2: Detailed Annual Budget

ANNEX 3: ACCESS Risk Register

ANNEX 4: Table of performance targets for the year

ACRONYMS AND ABBREVIATIONS

Acronym	Definition
ACCESS	Australia-Cambodia Cooperation for Equitable Sustainable Services
DFAT	Department of Foreign Affairs and Trade
RGC	Royal Cambodian Government

EXECUTIVE SUMMARY

Short introduction to the Program.

Description of content of report.

1 INTRODUCTION

1.1 Background

1.2 Program Logic

1.3 Governance arrangements

2 OPERATIONAL CONTEXT

3 STRATEGIC DIRECTIONS AND KEY INVESTMENTS TOWARDS ACHIEVING EXPECTED OUTCOMES

Key investments for the year and their delivery modalities, implementing agencies, expected outcomes, timeframes and budget.

3.1 EOPO 1

3.1.1 Strategic directions

3.1.2 Key investments

3.1.2.1 Intermediate outcome 1.1
3.1.2.2 Intermediate outcome 1.2

3.2 EOPO 2

3.2.1 Strategic directions

3.2.2 Key investments

3.2.2.1 Intermediate outcome 2.1
3.2.2.2 Intermediate outcome 2.2

3.2.2.3 Intermediate outcome 2.3
3.2.2.4 Intermediate outcome 2.4
3.2.2.5 Intermediate outcome 2.5

3.2.2.6 Intermediate outcome 2.6

4   PROGRAM MANAGEMENT

Contractor's plan for performance of the services over the year.

4.1 Operations

Including identified operational risks.

4.1.1   Finance

4.1.2   Personnel

4.2 Implementing partners

Contractor's strategy for coordinating third party issues and providing services in a flexible manner.

5   MONITORING, EVALUATION AND LEARNING

ANNEX 1: Detailed Annual Work Plan

ANNEX 2: Detailed Annual Budget

ANNEX 3: ACCESS Risk Register

ANNEX 4: Table of performance targets for the year

ANNEX 8: PROPOSED REPORTS TEMPLATES

Appendix A: Six-Monthly Report

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ANNEX 1: Program Budget and expenditure report

ANNEX 2: Tasks not completed in accordance with the contract

ANNEX 3: Statements against AQC criteria (Dec report only)

ACRONYMS AND ABBREVIATIONS

Acronym	Definition
ACCESS	Australia-Cambodia Cooperation for Equitable Sustainable Services
DFAT	Department of Foreign Affairs and Trade
RGC	Royal Cambodian Government

HIGHLIGHTS

This is an infographic generated from the MIS, it shows highlights from each workstream on their main achievement within this reporting period.

EXECUTIVE SUMMARY

OPERATING CONTEXT

Describe any changes in the operating context during the reporting period which have implications for the Program, e.g. changes in government counterparts, emerging issues and risks, new policies or programs etc.

Review what these changes mean for ACCESS' relevance – do we need to adapt/respond?

1   PROGRESS TOWARDS OUTCOMES

Provide an overview of work completed during the reporting period including details of activities undertaken against each EOPO.

d. Progress against EOPO 1

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

Adequacy of progress against outcome
- *On track*
- *A little of track*
- *behind*

Provide an assessment of the adequacy of planned inputs to meet the expected EOPO 1
      1   Intermediate outcome 1.1
      2   Intermediate outcome 1.2

e. Progress against 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

Adequacy of progress against outcome
- *On track*
- *A little of track*
- *behind*

Provide an assessment of the adequacy of planned inputs to meet the expected EOPO 2

      1   GBV
         1.   (intermediate outcome 2.1)
         2.   (intermediate outcome 2.2)

      2   Disability
         1.   (intermediate outcome 2.3)
         2.   (intermediate outcome 2.4)
         3.   (intermediate outcome 2.5)

      3   Cross-cutting
         1.   Intermediate outcome 2.6

f. Coordination and collaboration

Describe any progress made in facilitating coordination amongst partners (grantees, other DFAT funded programs, RGC counterparts, other donors, etc.) during this period.

Include both achievements and challenges

3 PROGRAM MANAGEMENT

Update on performance of program management systems.

For each of the systems below, note key achievements and challenges

3.1 Operations

Include amounts invoiced to DFAT, financial summary, budget and expenditure and forward revenue and expenditure, financial audit and risk.

This section is the narrative, the spreadsheets will be annexed.

- 3.1.1 Finance
- **3.1.2 Personnel**
- 3.1.3 CIM

3.2 Monitoring and evaluation

4 LEARNING AND ADAPTATION

4.1 Emerging issues, risks and challenges

Identify risks and challenges and corresponding solutions

4.2 Lessons learned

4.3 Recommendations

Summary of management responses proposed throughout the report

Updates from previous management responses
Summarise whether management responses/recommendations from previous reports have been implemented.
Future priorities/looking forward.

Appendix B: Annual Report

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ANNEX 1: Program Budget and expenditure report

ANNEX 2: ACCESS Risk Register

ANNEX 3: Tasks not completed in accordance with the contract

ANNEX 4: Table of achievements against performance expectations

ANNEX 5: Evidence of compliance with Indigenous Procurement Policy

ANNES 6: Compliance with Performance Standards

ACRONYMS AND ABBREVIATIONS

Acronym	Definition
ACCESS	Australia-Cambodia Cooperation for Equitable Sustainable Services
DFAT	Department of Foreign Affairs and Trade
RGC	Royal Cambodian Government

HIGHLIGHTS

This is an infographic generated from the MIS, it shows highlights from each workstream on their main achievement within this reporting period.

EXECUTIVE SUMMARY

This could include (Standard 3.1):

- Update on sector context and assessment of ongoing relevance of ACCESS (Are our outcomes still the right ones? Do we need to make any refinements to our expected outcomes to make them more relevant to current drivers/issues/needs in the sector?)

- Clear judgment of whether progress is on track toward our intermediate and end of program outcomes (suggest traffic light rating); overview of key factors (positive and negative) influencing progress; and implications for ultimate achievement of ACCESS EOPOs (where progress is not on track against particular intermediate outcomes, is this a major concern, or do we expect things to get back on track soon?)

- Overview of adequacy of ACCESS' key deliverables for the year (quality, reach and coverage) [note we will define key deliverables each year in the annual plan, and then track their adequacy – this is part of the MEL system]

- Summary of implementation progress against annual plan; and expenditure against budget, summary of any major contributing factors, and – if things are off track – clear judgment of whether we expect things to be back on track soon.

- Summary of performance of key management systems (HR, M&E, finance etc.) – any key highlights or challenges?

- Summary of key management responses proposed.

1 OPERATING CONTEXT

Describe any changes in the operating context during the reporting period which have implications for the Program, e.g. changes in government counterparts, emerging issues and risks, new policies or programs etc.

Review what these changes mean for ACCESS' relevance – do we need to adapt/respond?

2 PROGRESS TOWARDS OUTCOMES

Provide an overview of work completed during the reporting period including details of activities undertaken against each EOPO.

For each outcome below:

- Provide a high-level statement of whether progress is on track against the outcome (and a traffic light rating).
    - Provide evidence of the level of progress against the outcome (this should be focused on what counterparts achieved or were doing differently in the reporting period – not what ACCESS team or grantees were doing)
- Describe what activities or support ACCESS team or grantees provided to contribute to progress against the outcome.
- If progress is a little off track or behind, explain the inhibiting factors or challenges. Note any implications for ultimate achievement of the outcome – e.g. knowing what we know now, do we still consider this outcome achievable?
- Evidence should be used at all points to substantiate the outcomes and contribution that ACCESS are claiming. Where appropriate, references should be included in the footer. [the evidence matrix that we develop in reflection workshops will assist with this]

a. Progress against EOPO 1

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

Adequacy of progress against outcome
- *On track*
- *A little of track*
- *behind*

Provide an assessment of the adequacy of planned inputs to meet the expected EOPO 1

       i. Intermediate outcome 1.1
      ii. Intermediate outcome 1.2

b. Progress against 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

Adequacy of progress against outcome
- *On track*
- *A little of track*
- *behind*

Provide an assessment of the adequacy of planned inputs to meet the expected EOPO 2

  i. GBV
    1. (intermediate outcome 2.1)
    2. (intermediate outcome 2.2)

  ii. Disability
    1. (intermediate outcome 2.3)
    2. (intermediate outcome 2.4)
    3. (intermediate outcome 2.5)

  iii. Cross-cutting
    1. Intermediate outcome 2.6

c. Coordination and collaboration

Describe any progress made in facilitating coordination amongst partners (grantees, other DFAT funded programs, RGC counterparts, other donors, etc) during this period.

Include both achievements and challenges

3 OVERALL PERFORMANCE AGAINST ANNUAL PLAN

This section should summarise overall adequacy of implementation against annual plan, highlighting key areas where implementation is ahead or behind schedule, and where expenditure is over or under budget. For these key areas, contributing factors should be described and implications for the program's achievement of end of program outcomes noted. Should also add an annex that traffic lights implementation progress against each activity in the annual plan.

4 PROGRAM MANAGEMENT

Update on performance of program management systems.

For each of the systems below, note key achievements and challenges

4.1 Operations

Include amounts invoiced to DFAT, financial summary, budget and expenditure and forward revenue and expenditure, financial audit and risk.

This section is the narrative, the spreadsheets will be annexed.

4.1.1 Finance

4.1.2 Personnel

4.1.3 CIM

4.2 Monitoring and evaluation

5 LEARNING AND ADAPTATION

5.1 Emerging issues, risks and challenges

Identify risks and challenges and corresponding solutions

5.2 Lessons learned

5.3 Recommendations

Summary of management responses proposed throughout the report

Updates from previous management responses
Summarise whether management responses/recommendations from previous reports have been implemented.
Future priorities/looking forward.

ANNEX 9: LIST OF ACCESS DOCUMENTATION (MANUAL, STRATEGY, GUIDELINES)

ACCESS Key deliverables and reports:

- ACCESS Inception Plan
- ACCESS Operations Manual
- ACCESS Year 1 Work Plan
- ACCESS Monitoring, Evaluation and Learning Framework
- ACCESS Gender Equality and Social Inclusion Strategy
- ACCESS Competitive Investment Mechanism Manual
- ACCESS Inception Report

ACCESS Communication tools:

- ACCESS Program narrative
- ACCESS fact sheet
- ACCESS standing banners
- ACCESS bookmarks

ANNEX 10: LIST OF KEY MEETINGS AND WORKSHOPS

Date	Title	Purpose	Attendance
20 September 2018	First DFAT Weekly Meeting	To introduce DFAT to the ACCESS Team Leader and CowaterSogema and establish expectations for ways of working and priorities for the Inception Phase	DFAT;ACCESS TL; Managing Contractor
27-28 September 2018	ACCESS Planning Workshop	To plan for the ACCESS Inception Phase	ACCESS Program Team; Managing Contractor
28 September 2018	DAC quarterly meeting	Present ACCESS Program and introduce ACCESS Team leader	DFAT; ACCESS TL; DAC
19 October 2018	Introductory Meeting with MOSVY	Introduce ACCESS Program and Team	MOSVY; DAC; DFAT; ACCESS TL
19 October 2018	Introductory Meeting with MOWA	Introduce ACCESS Program and Team	MOWA; ACCESS TL; DFAT; ACCESS TL
6 November 2018	Meeting with DAC	Discuss Disability Working Group TORs and collaboration during inception; engage in PFM discussion	DAC; DFAT; ACCESS TL, Disability Lead, PFM Adviser; PFM Specialist
7 November 2018	Briefing with Deputy HoM	Briefing on DFAT aid context	DFAT; ACCESS TL; Disability Lead
13 November 2018	Meeting with MOWA	Discuss GBV Working group TORs and collaboration during inception; engage in PFM discussion	MOWA; DFAT; ACCESS TL; GBV Strategic Adviser; PFM Specialist; PFM Adviser
15 November 2018	Meeting with PWDF	Get inputs from PWDF for situation analysis and priority setting; engage in PFM discussion	PWDF; ACCESS TL, Disability Lead; PFM Specialist; PFM Adviser
20 November 2018	Meeting with Disability core working group at DAC	Discuss TORs for disability working group and priority setting	DAC; DFAT; ACCESS TL; Disability Lead
28 November 2018	Stakeholder mapping workshop	Identify stakeholders relevant to ACCESS workstreams and conduct an analysis of their level of influence and interest	ACCESS Team
29 November 2018	Health Partners Meeting	Deliver a presentation on ACCESS	Development Partners involved in the health sector;

Date	Title	Purpose	Attendance
			DFAT; ACCESS TL
29 November 2018	Meeting with DWPD	Seek inputs for situation analysis and priority setting; engage in PFM discussion	DWPD; ACCESS TL, Disability Lead, PFM Specialist; PFM Adviser
30 November 2018	Introduction meeting with MEF	Introduce the ACCESS Program and Team	MEF; DFAT; ACCESS Team
6 December 2018	Participation in International Disability Day		DFAT; ACCESS TL; Disability Lead
12-14 December 2018	MEL Scoping Workshop	Review ACCESS program Logic and discuss overall approach to MEL	MOWA; MOSVY; DAC; MEF; DFAT; ACCESS Program team; Contractor representative.
18 December 2018	Meeting with DFAT HOM	Briefing from HoM	DFAT; ACCESS TL
Since January to present	Bi-weekly NDSP Core Group meeting with DAC	Review inputs from NDSP national consultation workshop in December 2018	ACCESS Disability Lead; DFAT; other Advisors occasionally
16 January 2019	Meeting at MOWA	Finalise GBV Workstream priorities and discuss CIM process	MOWA; DFAT; ACCESS TL; Strategic GBV Adviser
21 January 2019	ASC Lunch	Clarify ACCESS scope and principles	ASC and CIMP members
23 January 2019	Meeting with DAC	Finalise Disability Workstream priorities and discuss CIM process	DAC; DFAT; ACCESS TL and Disability Lead
7 February 2019	Consultation workshop on GBV workstream priorities	Collect inputs from stakeholders on ACCESS GBV workstream priorities	All GBV stakeholders
14 February 2019	Informal DP disability meeting	Update partners on ACCESS	DPs involved in the disability sector.
22 February 2019	Meeting with MOWA and DAC focal points	Preparation of ACCESS Launch	MOWA; DAC;ACCESS Team
25 February 2019	Consultation workshop on Disability workstream priorities	Collect inputs from stakeholders on ACCESS Disability workstream priorities	All Disability stakeholders
26 February 2019	CIMP meeting	Finalise ToRs, CIM process and selection criteria	CIMP members

Date	Title	Purpose	Attendance
5 and 6 March 2019	Preparation meetings for ASC members	Prepare discussions for ASC meeting	Individual meetings with He Em Chan Makara, He Sem Sokha, Dr Srey Vuth and Mrs Hav Phirum.
7 March 2019	ASC Meetings	Approve TORs, endorse ACCESS program logic, Workstream priorities and CIM process.	ASC members
21 March 2019	ACCESS Program Launch	Launch the program and announce the call for Expression of Interest.	Participants from line Ministries, DPs, NGOs, DPOs, private sector.

For the purpose of a rapid ME/data system assessment, ACCESS MEL Manager conducted meetings with the following institutions between March 4 and 15.

National/Central	- MOWA: Legal Protection Department; Planning and Statistics Department. - DAC: Deputy secretary general - MOSVY: Disabled People Welfare Department - PWDF	- CWCC - Legal Aid of Cambodia - UN Women - Light for the World
Subnational	- Legal Protection Bureau, POWAs/Siem Reap - Legal Protection Bureau, POWAs Kampong Cham - POSVYs/DAC/Kampong Cham - POSVYs/DAC/Siem Reap - PRCs Kampong Cham - PRCs Siem Reap	- CWCC/Siem Reap - DPO/Batheay, Kg Cham - BSDA/Kampong Cham

ANNEX 11: LIST OF PROGRAM STAFF

Updated 16 March 2019

No.	Name & Surname	Postion	Start Date	Contact Number
1	Anne-ROUVE-KHIEV	Team Leader	17-Sep-2018	092 250 077
2	Sophon CHHORN	Head of Operations & Finance	29-Oct-2018	012 768 404
3	Vivath CHOU	Disability Lead	01-Nov-2018	012 915 674
4	Keovathanak KHIM	MEL Manager	12-Nov-2018	012 333 145
5	Makara BOU	GBV Lead	15-Mar-2019	012 694 994
6	Sovithiea KUCH	Communication & Learning Specialist	11-Feb-2019	077 772 077
7	Sihhour KHOUV	Internship	01-Mar-2019	092 877 322

ANNEX 12: ACCESS ASSET LIST

Asset Identification Number	Description of the asset	Serial Number	Supplier Name	Date of Procurement	Cost of Asset (USD)
ACCESS PROGRAM-0001	Laptop ASUS A4442UF	S/N: J2N0CV03X644067	PTC Computere Co., LTD	26-Nov-18	$ 825.00
ACCESS PROGRAM-0002	Laptop ASUS A4442UF	S/N: J2N0CV03X658067	PTC Computere Co., LTD	26-Nov-18	$ 825.00
ACCESS PROGRAM-0003	Laptop ASUS A4442UF	S/N: J2N0CV03X677066	PTC Computere Co., LTD	26-Nov-18	$ 825.00
ACCESS PROGRAM-0004	Laptop ASUS A4442UF	S/N: J2N0CV03X653062	PTC Computere Co., LTD	26-Nov-18	$ 825.00
ACCESS PROGRAM-0005	Laptop ASUS A4442UF	S/N: J2N0CV03X68206C	PTC Computere Co., LTD	26-Nov-18	$ 825.00
ACCESS PROGRAM-0006	Dell Monitor 24" S2419H	S/N: CN-OXRF3Y-TV100-87J-00FL-A00	PSC Computer Center Co., LTD	01-Mar-19	$ 220.00
ACCESS PROGRAM-0007	Dell Monitor 24" S2419H	S/N: CN-OXRF3Y-TV100-881-0J7L-A00	PSC Computer Center Co., LTD	01-Mar-19	$ 220.00
ACCESS PROGRAM-0008	Dell Monitor 24" S2419H	S/N: CN-OXRF3Y-TV100-87J-07HL-A00	PSC Computer Center Co., LTD	12-Feb-19	$ 225.50
ACCESS PROGRAM-0009	Dell Monitor 24" S2419H	S/N: CN-OXRF3Y-TV100-881-0J3L-A00	PSC Computer Center Co., LTD	01-Mar-19	$ 220.00
ACCESS PROGRAM-0010	Dell Monitor 24" S2419H	S/N: CN-OXRF3Y-TV100-881-0J6L-A00	PSC Computer Center Co., LTD	01-Mar-19	$ 220.00
ACCESS PROGRAM-0011	Dell Monitor 24" S2419H	S/N: CN-OXRF3Y-TV100-87J-00ZL-A00	PSC Computer Center Co., LTD	01-Mar-19	$ 220.00
ACCESS PROGRAM-0012	Laptop Dell Vostro 5471	S/N: 39HNM42	PTC Computere Co., LTD	14-Feb-19	$ 966.90
ACCESS PROGRAM-0013	Laptop Dell Vostro 5471	S/N: DNJ5L42	PTC Computere Co., LTD	14-Feb-19	$ 966.90

Asset Identification Number	Description of the asset	Serial Number	Supplier Name	Date of Procurement	Cost of Asset (USD)
ACCESS PROGRAM-0014	Canon EOS Camera 80D and Kit Lens	S/N 361024000489	Laor Laor Camera Shop	05-Mar-19	$ 1,070.00
ACCESS PROGRAM-0015	Dell Monitor 24" S2419H	S/N: CN-OXRF3Y-TV100-87J-00XL-A00	PSC Computer Center Co., LTD	01-Mar-19	$ 220.00
ACCESS PROGRAM-0016	HP Printer Laser Jet Pro MFP M227fdw	S/N: VNC4P04563	PSC Computer Center Co., LTD	17-Dec-18	$ 325.00
ACCESS PROGRAM-0017	Logitech Conference Cam	S/N: 1844LZ1257E8	PTC Computere Co., LTD	29-Jan-19	$ 208 .00
ACCESS PROGRAM-0018	Dell Monitor 24" S2419H	S/N: CN-OXRF3Y-TV100-85A-0EKL-A00	PSC Computer Center Co., LTD	01-Mar-19	$ 220.00
ACCESS PROGRAM-0019	Dell Monitor 24" S2419H	S/N: CN-OXRF3Y-TV100-87J-02JL-A00	PSC Computer Center Co., LTD	01-Mar-19	$ 220.00
ACCESS PROGRAM-0020	Dell Monitor 24" S2419H	S/N: CN-OXRF3Y-TV100-87J-08DL-A00	PSC Computer Center Co., LTD	01-Mar-19	$ 220.00
ACCESS PROGRAM-0021	Dell Monitor 24" S2419H	S/N: CN-OXRF3Y-TV100-85A-08DL-A00	PSC Computer Center Co., LTD	01-Mar-19	$ 220.00
ACCESS PROGRAM-0022	Panasonic Microwave NN-SM32HM	S/N: 3406539510289121200265	Sunsimexco	19-Dec-18	$ 95.90
ACCESS PROGRAM-0023	Cell Phone OPPO A3S-Red	S/N: ba10ee8d	Hong Meng Phoneshop	05-Dec-18	$ 159.00
ACCESS PROGRAM-0024	Cell Phone OPPO A3S-Black	S/N: dd02ea65	Hong Meng Phoneshop	05-Dec-18	$ 159.00
ACCESS PROGRAM-0025	Cisco SG95-24	S/N: DNI221508X5	Epitome Service Co., Ltd	18-Dec-18	$ 462.00
ACCESS PROGRAM-0026	Router RB95Ui-2HnD-Microtik	S/N:8D0008D8F4D6/807/r2	Epitome Service Co., Ltd	18-Dec-18	$ 99.00
ACCESS PROGRAM-0027	UBIQITY Unifi UAP-LR Access Point 183	S/N: FCECDACC45E1	Epitome Service Co., Ltd	18-Dec-18	$ 132.00

Asset Identification Number	Description of the asset	Serial Number	Supplier Name	Date of Procurement	Cost of Asset (USD)
ACCESS PROGRAM-0028	Receptionish desk Material: MC with laminate, Stianleet stell Size : 2500mm X 800mm X 850 mm-h	N/A	Epitome Service Co., Ltd	These costs were included in the office renovations. Paid in 3 instalments Oct18,Nov18,Dec18	$ 1,312.50
ACCESS PROGRAM-0029	Refrigerator 1.6 Inverter, Hitachi Brand	N/A	Epitome Service Co., Ltd	18-Dec-18	$ 401.50
ACCESS PROGRAM-0030	Water Dispensary, Midea Brand	N/A	Epitome Service Co., Ltd	18-Dec-18	$ 159.50
ACCESS PROGRAM-0126	Visitor chair ,Meeting chair	N/A	Epitome Service Co., Ltd	These costs were included in the office renovations. Paid in 3 instalments Oct18,Nov18,Dec18	$ 80.00
ACCESS PROGRAM-0127	Round table and three chair	N/A	Epitome Service Co., Ltd	These costs were included in the office renovations. Paid in 3 instalments Oct18,Nov18,Dec18	$ 290.00
ACCESS PROGRAM-0128	Round table and four chair	N/A	Epitome Service Co., Ltd	These costs were included in the office renovations. Paid in 3 instalments Oct18,Nov18,Dec18	$ 360.00
ACCESS PROGRAM-0129	LCD Projector with Screen Projector (Polo) and Double cable (VGA & HDMI), Sony_VPL-DX147 3200 Lum XGA	N/A	Epitome Service Co., Ltd	These costs were included in the office renovations. Paid in 3 instalments Oct18,Nov18,Dec18	$ 1,109.20

Asset Identification Number	Description of the asset	Serial Number	Supplier Name	Date of Procurement	Cost of Asset (USD)
ACCESS PROGRAM-0130	LCD Projector with Screen Projector (Polo) and Double cable (VGA & HDMI), Sony_VPL-DX147 3200 Lum XGA	N/A	Epitome Service Co., Ltd	These costs were included in the office renovations. Paid in 3 instalments Oct18,Nov18,Dec18	$ 1,109.20
ACCESS PROGRAM-0131	Laptop Dell Vostro 5481	S/N:74H5DT2	Angkor IT Computer	18-Apr-19	$ 924.00
ACCESS PROGRAM-0132	Laptop Dell Vostro 5481	S/N:29H5DT2	Angkor IT Computer	18-Apr-19	$ 924.00
ACCESS PROGRAM-0133	Laptop Dell Vostro 5481	S/N:99H5DT2	Angkor IT Computer	18-Apr-19	$ 924.00
ACCESS PROGRAM-0134	Laptop Dell Vostro 5481	S/N:92H5DT2	Angkor IT Computer	18-Apr-19	$ 924.00
ACCESS PROGRAM-0135	Laptop Dell Vostro 5481	S/N:79H5DT2	Angkor IT Computer	18-Apr-19	$ 924.00

ANNEX 13: OFFICE LAYOUT DRAWING