

# HIV & AIDS in the Education Sector in Cambodia

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Royal Government of Cambodia.  
Ministry of Education, Youth and Sport.  
Interdepartmental Committee for HIV & AIDS (ICHA)

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**Output Based Incentive scheme (OBI)  
for MoEYS staff involved in HIV & AIDS**

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## Introduction

As in many other South East Asian countries, HIV & AIDS is a major concern for Cambodia.

This ICHA Fact Sheet (#5) aims at briefly describing the Ministry's *Output Based Incentive (OBI)* scheme that encourage and reward staff performance for those who actively participate in the Ministry's HIV & AIDS programme.

While the country has recovered from the Khmer Rouge regime (1975-1979) and from the tragedy of losing up to 3 million children, women and men in the "killing fields", Cambodia is still engaged towards mobilizing resources to rebuild and strengthen its society, including through providing adequate education and health services to its population.

Despite the fact that the HIV/AIDS prevalence rate has dropped from 2.1% (2002) to 0.9% (2007), Cambodia prevalence rate is still among the highest in the region. More worrying, the economic growth of the country, the population migration and the new consumer behaviors that the economic development is generating are increasingly putting the young Cambodian population at risk.

As a key actor of the "National Response to HIV & AIDS", the Ministry of Education, Youth and Sport (MoEYS) has been implementing since 1999 an HIV & AIDS programme that aims at protecting and preventing the students, the out-of-school Cambodian youth and the MoEYS labour force from being infected and affected by HIV & AIDS. Developing policies, setting systems, mainstreaming HIV & AIDS in the Education sector, integrating HIV & AIDS in the national curriculum, training pre- and in-service teachers and education officers are therefore among the top priorities of the Ministry's Interdepartmental Committee on HIV & AIDS (ICHA).

Thanks to the support of the United Kingdom's Department for International Development (DFID), UNDP, UN Agencies and other development partners, ICHA is now, considerably strengthened and recognized for its experience in "mainstreaming HIV & AIDS in the education sector". I am therefore grateful to Mr. Patrick Duong, the DFID/UNDP Advisor to the Ministry, for having prepared these fact sheets which primarily aims at giving an overview on the Ministry's HIV & AIDS programme and share information and practices. I would also like to thank Ms. M. Brown, Mr. M. Crook, Mr. I. Beach, Dr. R. Jayakaran, Mr. J. Lee, World Education, CSCS, the ICHA members and the many other individuals and partners for the technical expertise they are providing to our programme.

His Excellency, Im Sethy  
Secretary of State  
Chairperson of ICHA  
Ministry of Education, Youth and Sport

**List of Abbreviations:**

AIDS:	Acquired Immune Deficiency Syndrome
BC:	Behaviour Change
BBC WST:	British Broadcasting Corporation / World Service Trust
DGAF:	Director General for Administration and Finance (MoEYS)
DGE:	Director General for Education (MoEYS)
DFID:	Department for International Development (United Kingdom)
DOE:	District Office of Education (MoEYS)
DOY:	Department of Youth (MoEYS)
EU:	European Union
HIV:	Human Immunodeficiency Virus
ICHA:	Interdepartmental Committee for HIV/AIDS (MoEYS)
IEC:	Information, Education and Communication
ILO:	International Labour Organisation
MAT:	Monitoring and Advisory Team (DFID)
MoCR:	Ministry of Cults and Religions
MoEYS:	Ministry of Education, Youth and Sport
MoH:	Ministry of Health
NAA:	National AIDS Authority
NCHADS:	National Centre for HIV/AIDS, Dermatology and STD
NFE:	Non-Formal Education Department (MoEYS)
NGO:	Non-Governmental Organisation
NIE:	National Institute of Education (MoEYS)
PAC:	Provincial AIDS Committee
PAS:	Provincial AIDS Secretariat
POE:	Provincial Office of Education (MoEYS)
PRD:	Pedagogical Research Department (MoEYS)
Q&A:	Questions and Answers
RGoC:	Royal Government of Cambodia
RTI:	Research Triangle Institute (NGO)
SCRH:	Strengthening Cambodia's Response to HIV/AIDS
SHD:	School Health Department (MoEYS)
STD:	Sexually Transmitted Disease
TA:	Technical Advisor
ToT:	Training of Trainers
TTD:	Teacher Training Department (MoEYS)
UNAIDS:	United Nations Joint Programme on HIV/AIDS
UNCT:	United Nations Country Team
UNDP:	United Nations Development Programme
UNESCO:	United Nations, Educational, Scientific and Cultural Organisation
UNFPA:	United Nations Population Fund
UNICEF:	United Nations Children's Fund
UNODC:	United Nations Office on Drug and Crime
USAID:	United States Agency for International Development

## Procedures for the assessment and payment of output based incentives

### 1. Introduction

As part of its support for the Royal Government of Cambodia's (RGOC) response to HIV/AIDS, the Department for International Development of the UK Government (DFID) has agreed to fund an output based incentive scheme to promote performance amongst programme linked staff within the Ministry for Education Youth and Sport. (MoEYS) The purpose of the scheme is to assist the MoEYS to achieve its strategy on HIV/AIDS issues.



On the way to school!

This manual sets out the basis of the scheme which broadly parallels similar arrangements that have already been introduced at the National Centre for HIV/AIDS, Dermatology and STDs (NCHADS) and the National AIDS Authority. (NAA) Whilst each scheme is tailored to the needs of the respective organisations, the objectives are similar. Within the MoEYS these are to:

- Encourage the effective implementation of the MoEYS HIV/AIDS programme
- Stimulate new ways of working that recognise the need for good performance
- Reward those who deliver outputs according to the level at which these are achieved

The rewards for performance are relatively modest, but are judged sufficient to recognise achievement. They are also broadly in line with the rates paid under the

other two schemes within the programme to Strengthen Cambodia's Response to HIV/AIDS (SCRH) and with other similar RGOC initiatives.

Whilst this manual has been approved by the Steering Committee, the Performance Assessment Board (PAB) (which oversees the operation of the scheme) is empowered to make minor adjustments to the procedures to ensure their effectiveness. They are not authorised to vary the levels of payment which have been approved nor amend the general basis of its operation. This delegation of authority to the PAB to make minor procedural adjustments recognises the experimental nature of the scheme within the MoEYS setting and the possible need to remedy practical problems with its initial operation.

## 2. The nature of the scheme

The scheme provides performance incentives to three groups of staff within the MoEYS who have responsibility for delivering the HIV/AIDS programme overseen by the Ministry's Interdepartmental Committee for HIV/AIDS. (ICHA) These are:

- Directors and Focal Point Leaders in selected MoEYS Technical Departments
- Staff forming the Secretariat that coordinates and enables the programme
- Staff forming the Finance Department Project Task Team (FDPTT) which administers the programme funds

For each group of staff there is a set of indicators against which an assessment is made of the extent to which these have been achieved. Points are allocated according to the level of achievement under each indicator and these are then totaled to provide an overall score. This score determines the level of payment to be made to staff within the respective teams for the previous quarter's performance. Levels of payment will also be linked to the proportion of time that individual members of staff spend on ICHA related duties and to their seniority.



The outputs against which the three groups assess their achievement are taken to be indicators of overall performance. Hence, staff will also be expected to perform many other ICHA linked duties specified in Unit Terms of Reference or Job Descriptions, in addition to the indicators used to calculate incentive payments.

### **3. The management of the scheme**

#### **3.1 Performance Assessment Board**

The scheme will be managed by a Performance Assessment Board (PAB) comprising:

- The Director General, Directorate of Education and the Director General, Directorate of Administration and Finance, acting as alternate Chairpersons of the Performance Assessment Board
- The Deputy Director General, Directorate of Education, Director ICHA Secretariat
- The Director, Department of Finance, Directorate of Administration and Finance

The long-term Technical Adviser to the MoEYS/SCRH Programme will be the designated adviser to the PAB, but will not be an executive member. (The National Financial or Technical Assistant will be his alternate.)

The PAB is accountable to the Steering Committee, through the ICHA Policy Board, for the transparent and honest management of the scheme. It receives and evaluates the quarterly assessment documents, audits the levels of performance that are claimed and determines the level of incentive payment that will be awarded to each staff group. The PAB may refer to the previous quarter's Activity Reports, or other documents, to assist it in verifying the performance claims.

Terms of reference for the Performance Assessment Board are at Annex A.

#### **3.2 Administration of the scheme**

The ICHA Secretariat will be responsible for the routine administration of the scheme. It will receive the quarterly assessment documents submitted by other departments and collate these for consideration by the PAB. Where appropriate, the Secretariat will link the assessment documents to other reports (such as the quarterly Activity Reports) to assist the PAB with their evaluation. If the Secretariat becomes aware of any apparent disparity between assessment documents submitted by departments and their actual performance, the Secretariat will draw this to the attention of the PAB.

#### **3.3 Eligibility**

The scheme is open to the three groups of staff specified in paragraph 2 above.

Because of the mainstreaming approach in all the departments involved with the ICHA programme, including the Secretariat and Finance Department, many eligible staff will only work part-time on ICHA related activities. Though mainstreaming (i.e. integrating) ICHA related work into the main work of departments involves more staff than would be the case in a Project Management Unit, (PMU) the total of all the staff time rewarded under the scheme matches the initial assessment of the workload arising from Work Plans. Should this assessment alter under subsequent plans or as a result of experience of the pilot scheme, the Performance Assessment Board may recommend changes through the Policy Board to the Steering Committee.

Because staff eligible for participation in the scheme may change, their identities are detailed in a separate document for the approval of the Steering Committee.

General staff of technical departments, who already receive financial recognition of their work through sitting or other allowances provided for in the programme, are currently excluded from the scheme. The managerial responsibility of Directors and Focal Points makes them eligible for the scheme though currently they may also receive sitting or other allowances for separate technical inputs which they make. The potential for overlap between incentive payments and allowances will be reviewed as part of the monitoring process and proposals for change to these arrangements will be made should these be required.

### 3.4 Participation

Participation in the scheme is optional for all eligible staff, subject to fulfillment of the conditions for participation. (See also paragraph 3.5 below.) Staff who decide not to participate will still function as a member of their department and will be required to undertake their full range of duties including all those connected with the ICHA or SCRH programmes.

Staff who choose to opt out of the scheme will be excluded from any performance payment whether or not other team members are recipients.

### 3.5 Agreements to perform work

Staff eligible and wishing to participate will be required to enter into an 'Agreement to Perform Work'. (See Annex C.) This specifies the basis of the arrangement and details the obligations of the participating member of staff and the MoEYS. Of particular significance is the requirement that a participant may not receive any payment for the same work from any other source, apart from their normal civil service salary and allowances.

### 3.6 Coverage

Funds available for incentive payments are limited and it is possible that changing circumstances may require choices to be made about the continued inclusion in the scheme of all those who may be eligible or wish to take part. The extent and nature of Annual Work Plans are examples of factors that could lead to changes in the designation and number of staff included. Similarly, unforeseen developments may also offer opportunity for additional staff to be added into the scheme.



### 3.7 The method of performance assessment

The scheme provides for the assessment of performance of groups of staff working on related activities. Individual performance is not assessed.

Performance for each staff group is assessed against a number of indicators. The initial sets of these, which differ for each of the groups, are at Annex D, Annex E, and Annex F. At the end of each quarter, staff groups will complete a Unit Assessment of Performance on which they state their achievements against the performance criteria. (See Annexes G, H and I.) Each target is graded for achievement and points are awarded according to the level attained. The points scored for each target are added together to give a total score. The total score sets the level of incentive to be paid to that group according to a pre-determined scale. (See Para. 3.9)

Once completed, the Unit Assessment of Performance will be reviewed and audited by the PAB which will confirm the score or amend it up or down if this is considered appropriate. The PAB may seek clarification about the level of achievement claimed by any group, including interviewing some or all the staff involved. For audit purposes, the PAB will record the reason for any change in a minute and explain the reason in writing to the group involved. The PAB will report to the Steering Committee through the Policy Board on the levels of payment it approves.



**A special training session for female pre-service teachers.**

Apart from the benefit to individuals of the incentive payment, the system of group self assessment has other merits. In particular, it should encourage teams to reflect together on their achievements and, if appropriate, to consider ways in which these may be improved still further. To encourage this, it will be a requirement that all team members contribute to the group assessment process and 'sign off' the Unit Assessment of Performance that is submitted each quarter.

### 3.8 The nature of the assessment criteria

The performance criteria proposed in the first instance are mainly connected with the routine processing of tasks that must be completed on time. This is to give initial impetus to the achievement of the challenging timetable for the goals set out in the five-year, annual and quarterly Work Plans. From time to time, these criteria may be changed with the approval of the Steering Committee or other body to whom they may delegate authority. It is expected that in the future, changing priorities within the overall programme will lead to amendments to the performance criteria. In particular, it is likely that greater emphasis will be given to the quality of performance and, if it proves feasible, to the outcome of programme activities.

### 3.9 Scale of payments

A schedule of incentive payments will be approved from the Steering Committee which may vary them according to changing circumstances. Any alteration must have the approval of DFID or any other donor contributing to the cost of the scheme. DFID may choose to give this through its participation in the Steering Committee or in other ways.

The Steering Committee and DFID are jointly committed to harmonisation, alignment and following the RGOC lead on pay reform and may take this into account in any future adjustment they decide to make to the scale of payments. The levels of incentive proposed under this scheme are the same as those currently in force for NCHADS and the NAA as at 1.6.05. These are detailed at Annex B.

Under the scheme, there will be four levels of payment according to the performance score achieved by the respective teams. These are:

Performance Score	Considered to be:	Percentage of rate paid
20 – 24 points	High	100%
<b>15 – 19 points</b>	<b>Satisfactory</b>	<b>70%</b>
10 – 14 points	Fair	40%
0 – 9 points	Poor	0%

These percentages will be applied to the incentive rates specified for each grade of post incorporated in the scheme in proportion to the time spent by each recipient on ICHA related duties.

### 3.10 Payment of the incentives

Staff groups assess their performance retrospectively on a quarterly basis and payment is made during the subsequent quarter. Each group must submit its fully completed Unit Assessment of Performance to the ICHA Secretariat by the end of week two in the following quarter. Failure to submit the Unit Assessment by the due date will invalidate the claim and no incentive payment will be made to that team.

The PAB will normally complete its review of claims by the end of week 4. After this, a request for the release of funds will be submitted to the UNDP following the agreed procedures. The UNDP will normally respond to such requests within a further two weeks after which incentive payments will be available from the Finance Department. Incentives will be paid by the Finance department direct to individual recipients.

### 3.11 Grievances

If any individual member of staff or a staff group is dissatisfied with their rating following the review and audit process conducted by the PAB, he or she, or the group, may appeal. To do so, the staff member or team must notify the Chairperson of the PAB in writing of their grounds for dissatisfaction. This notification should be made through the Secretariat. The appeal must be submitted within 21 days of the original decision by the PAB. The Chairperson will consult both other members of the PAB and may call for additional information. After this, the PAB Chairperson will rule on the appeal. The decision of the Chairperson will be final.

## Annex A

### Performance Assessment Board

#### Composition and Terms of Reference

##### 1. Composition

The Members of the Performance Assessment Board are:

- The Director General, Directorate of Education and the Director General, Directorate of Administration and Finance, acting as alternate Chairpersons.
- The Deputy Director General, Directorate of Education, as Director, ICHA Secretariat.
- The Director, Department of Finance, Directorate of Finance and Administration.

The long-term Technical Adviser to the MoEYS/SCRH Programme is the designated adviser to the Performance Assessment Board, but is not an executive member.

The National Financial or Technical Assistant is alternate to the Long Term Technical Adviser.

##### 2. Terms of Reference

The Performance Assessment Board will normally meet once a quarter to:

- 1.1 Receive, review and audit the quarterly Unit Performance Assessments submitted by each staff group before the end of week four of the following quarter.
- 1.2 Confirm or amend the Unit Assessments taking account of other reports or verifiable information that is available.
- 1.3 Minute any changes that they make to the Performance Assessments in a permanent auditable record.
- 1.4 Notify any staff group whose Unit Assessment has been changed. The notification should be in writing to all the staff concerned and should explain the reasons fully.
- 1.5 Approve the names of the staff who will participate in the scheme and confirm the proportion of their time that they spend on ICHA related activities. The total time taken up by all staff should not exceed the limit approved by the Steering Committee for each staff group.
- 1.6 Resolve any irregularities or issues of concern and make minor adjustments to the operation of the scheme to enable it to operate effectively.
- 1.7 Verify that participants do not receive duplicate payment from other sources for work rewarded under the scheme.
- 1.8 Report their decisions to the Steering Committee through the Policy Board.

##### 3. Grievances

The Chairperson of the Performance Assessment Board in any quarter will receive and make a judgment on any appeal which is lodged by an individual or group of staff concerning their assessment. The Chairperson will consult both other members of the PAB and may call for additional information. The Chairperson will then rule on the appeal and their decision will be final.

## Annex B

**Schedule of incentive payments in force as at 1.07.05**

Payment scales for the scheme replicate those currently in force for NCHADS and the NAA. Under all three schemes, Band 2 (Satisfactory) is considered the standard at which staff may normally be expected to operate.

<b>Performance Level</b> <b>Title of Post</b>	<b>Band 4</b> <b>Poor</b>	<b>Band 3</b> <b>Fair</b>	<b>Band 2</b> <b>Satisfactory</b>	<b>Band 1</b> <b>High</b>
Programme Director	0	175	<b>250</b>	325
Departmental Director	0	161	<b>230</b>	299
Senior Programme Officer	0	161	<b>230</b>	299
Programme Officer	0	126	<b>180</b>	234
Technical Focal Points	0	126	<b>180</b>	234
Staff	0	105	<b>150</b>	195

Incentives are paid in proportion to the percentage of time spent by staff on ICHA related duties. This is set from the outset of the scheme, but may be varied following recommendation from the Performance Assessment Board through the Policy Board to the Steering Committee. These proportions are set out in a separate document.

## Annex C

**An agreement concerning participation in a Performance Based  
Incentive Scheme under the Programme to Strengthen the  
Cambodian Response to HIV/AIDS (SCRH) within the  
Ministry of Education Youth and Sport (MoEYS)**

**This Agreement is made between:** *(MoEYS)*

**and:** *(Name of person)*

Through their signatures on this document, the parties named above record their agreement as follows:

1. Mr/Ms....., in his/her capacity as ..... *(Title of Post)*.....  
and working as a member of the ..... *(Name of staff unit)*.... ...agrees:
  - 1.1 To undertake the duties specified in job description number ..... (copy attached.) and / or, his / her relevant Unit Terms of Reference.
  - 1.2 To participate in the ICHA performance based salary incentive scheme set out in the document(s) titled .....
  - 1.3 To participate in the scheme for the period from ..... to.....
  - 1.4 To give one quarters notice (thirteen weeks) to withdraw from the scheme, commencing from the start of any quarter.
  - 1.5 To not receive or accept any other supplementary payment from any source (other than normal civil service pay or approved allowances) for undertaking any activity under the ICHA Programme, for the duration of this agreement or the expiry of the period of notice specified in Paragraph 1.4 above.
  
2. The MoEYS, agrees :
  - 2.1 To fully and fairly assess the performance of the .....*(Name of staff group)*..... of which Mr/Ms ..... is a member, according to the methods set out in the document titled.....*(The Procedure Document)*..... (Copy attached)

- 2.2 To pay Mr/Ms ..... any performance related pay supplement to which s/he may be entitled as a member of the ..... on a retrospective basis each quarter, subject only to MoEYS receipt of DFID funds for this purpose through the UNDP. This sum will be in addition to his/her basic salary paid by the Royal Government of Cambodia. (RGOC)
- 2.3 To give one quarters notice (thirteen weeks) of the termination of this agreement, commencing from the first day of any quarter, in the event it must be discontinued before the expiry date specified in paragraph 1.3.
- 3. The MoEYS and Mr/Ms..... also agree to be bound by the following conditions.
  - 3.1 That any dispute concerning the operation of the Performance Based Scheme will be resolved in accordance with the procedure specified in the document titled..... (Copy attached.)
  - 3.2 That for the duration of this agreement the maximum sum payable per quarter as a performance related pay supplement will be \$..... and that the level of payment will be determined by the assessment of performance of the designated group of staff to which Mr/Ms..... belongs.
  - 3.3 That without prejudice to any other remedy, the MoEYS may terminate this agreement without notice if Mr/Ms .....
    - 3.3.1 Has failed to fulfill any obligation under this agreement
    - 3.3.2 Has, in the judgment of the MoEYS, engaged as a member of staff in any corrupt or fraudulent practice.
    - 3.3.3 Has been found to be in receipt of any other supplementary payment in contravention of paragraph 1.5 of this agreement

Il accept the terms of this agreement.

Signed.....  
 Name.....  
 On behalf of the MoEYS  
 Date.....

Signed.....  
 Name.....  
 Participant in the OBI Scheme  
 Date.....

## Performance indicators for Technical Departments

## Annex D

Staff Group	Performance Tasks	Verifiable Indicators	Points
Technical Depts.	1. Previous quarter's Activity Report completed fully in prescribed format.	Complete report submitted by week 12 Complete report submitted in week 13 Complete report submitted after week 13  Reports that are incomplete or in wrong format, when received in or after week 13.	3 1 0  0
	2. Previous quarter's Liquidation Report sent to Finance Department in prescribed format.	Report submitted by week 13 Report submitted in week 1 Report submitted after week 1 Reports that are incomplete or in wrong format, when received in or after week 13.	3 1 0 0
	3. Next quarter's Activity Request submitted in prescribed format.  Note. Plans to include week by week timetable for completion of stages in the overall activity.	Complete Request submitted by week 10 Complete Request submitted in week 11 Complete Request submitted in week 12 Complete Request submitted after week 12  Requests that are incomplete or in wrong format, when received in or after week 10.	3 2 1 0  0
	4. Next quarter's cash request submitted to Finance Department	Request submitted by week 12 Request submitted in week 13 Request submitted in week 1 Request submitted after week 1	3 2 1 0
	5. Activities commenced in quarter specified in Annual Work Plan	>80% of activities commenced in specified quarter 50 – 80% of activities commenced in specified quarter <50% of activities commenced in specified quarter	3 1 0
	6. Work Plan completed according to Activity Request and timetable submitted at start of quarter.	0% planned carry over to next quarter 25% planned carry over to next quarter 50% planned carry over to next quarter 50+% planned carry over to next quarter  % assessed on basis of expenditure against cash request.	3 2 1 0
	7. Focal Points attend Technical Working Group Meetings	All Focal Point attends 2 meetings Focal Point attends 1 meeting Focal point attends 0 meetings	3 1 0
	8. Integration of activities is developed between Departments	Focal Points meet 3 other Departments to discuss HIV/AIDS issues * Meet 2 other Directorates * Meet 1 other Directorate * Meet 0 other Directorate * *A 2 page report about each meeting to be sent to TWG. No report to TWG	3 2 1 0 0



## Annex E

## Performance indicators for DFPTT

Staff Group	Performance Tasks	Verifiable Indicators	Points
DFPTT	1. Previous quarters Liquidity Report submitted to UNDP / DFID	Submitted in week 2 Submitted in week 3 Submitted after week 3	3 1 0
	2. Financial component of Quarterly Work Plan prepared and submitted for approval to UNDP / DFID	Work Plan submitted by week 2 Work Plan submitted in weeks 3 Work Plan submitted after week 3	3 1 0
	3. Advance requests and micro-budgets sent to UNDP/DFID	Submitted in week 2 Submitted in week 3 Submitted after week 3	3 1 0
	4. Cash released to Technical Departments	Within 1 week upon receiving funds from UNDP Within 2 weeks upon receiving funds from UNDP More than 2 weeks after receiving funds from UNDP	3 1 0
	5. Meetings held with Focal Points during the quarter to verify financial procedures and assist with financial planning and management	Meetings held with 6 Technical Depts Meetings held with 4 or 5 Tech. Depts Meetings held with 2 or 3 Tech. Depts Meetings held with less than 2 Tech Depts	3 2 1 0
	6. Verify both NGO liquidation reports and submit payment request to UNDP	Within 1 week of NGO submission Within 2 weeks of NGO submission Within 3 weeks of NGO submission After 3 weeks of NGO submission	3 2 1 0
	7. Secretariat / Finance Management Meetings held.	Three meetings held. Action notes prepared* Two meeting held. Action notes prepared* One meeting held. Action notes prepared* No meetings held * Circulated within one week of meeting.	3 2 1 0
	8. Conduct regular meetings with UNDP	Meet on 3 occasions per quarter* Meet on 2 occasions per quarter* Meet on 1 occasion per quarter* Meet on 0 occasions per quarter * A full minute of each meeting to be prepared and be available on file. No minute available on file.	3 2 1 0 0

## Annex F

## Performance indicators for Administrative Secretariat

Staff Group	Performance Tasks	Verifiable Indicators	Point
Admin. Secretariat	1. Tech Depts. <u>Fully completed</u> Quarterly Reports submitted to first quarterly meeting of TWG.	All Departmental Reports submitted 3 or more reports missing More than 4 reports missing	3 1 0
	2. Tech. Depts. <u>Fully completed</u> Quarterly Activity Requests submitted to TWG	All Activity Requests submitted 1 or 2 Activity Request missing 3 or 4 Activity Requests missing 5 Activity Requests missing	3 2 1 0
	3. Combined Quarterly Work Plan submitted for approval to DFID.	Work Plan submitted by week 2 Work Plan submitted in weeks 3 Work Plan submitted after week 3	3 1 0
	4. <u>First</u> quarterly meeting of TWG held	Meeting held in week 1. Minutes written* Meeting held in week 2. Minutes written* Meeting held after week 2. * Circulated within two weeks of meeting	3 1 0
	5. <u>Second</u> quarterly meeting of TWG held	Meeting held in week 6. Minutes written * Meeting held in weeks 7. Minutes written* Meeting held in weeks 8. Minutes written* Meeting held week 9 or after * Circulated within two weeks of meeting	3 2 1 0
	6. Secretariat / Finance Management Meetings held.	Three meetings held. Action notes prepared* Two meeting held. Action notes prepared* One meeting held. Action notes prepared* No meetings held * Circulated within one week of meeting.	3 2 1 0
	7. Monitoring visits are made to Province and Phnom Penh Life Skills Programme pilot sites.	Three visits (2 x pilot site + 1 x Ph Penh Two visits made to different sites One visit made No visits made	3 2 1 0
	8. Formal progress review meetings held with NGO contractors for the Life Skills Programme	2 meetings held and minutes written* 1 meeting held and minutes written * 0 meetings held  *Minute written by Secretariat in 2 weeks.	3 1 0

## Annex G

## UNIT QUARTERLY ASSESSMENT OF PERFORMANCE

## Technical Departments

Assessment for quarter number ..... from..... to.....

Performance Tasks	Verifiable Indicators	Points	Score
1. Previous quarter's Activity Report completed fully in prescribed format.	Complete report submitted by week 12 Complete report submitted in week 13 Complete report submitted after week 13 Reports that are incomplete or in wrong format, when received in or after week 13.	3 1 0 0	
2. Previous quarter's Liquidation Report sent to Finance Department in prescribed format.	Report submitted by week 13 Report submitted in week 1 Report submitted after week 1 Reports that are incomplete or in wrong format, when received in or after week 13.	3 1 0 0	
3. Next quarter's Activity Request submitted in proscribed format.	Complete Request submitted by week 10 Complete Request submitted in week 11 Complete Request submitted in week 12 Complete Request submitted after week12  Requests that are incomplete or in wrong format, when received in or after week 10.	3 2 1 0  0	
4. Next quarter's cash request submitted to Finance Department	Request submitted by week 12 Request submitted in week 13 Request submitted in week 1 Request submitted after week 1	3 2 1 0	
5. Activities started in quarter specified in Annual Work Plan	>80% of activities commenced in specified quarter 50 – 80% of activities commenced in specified quarter <50% of activities commenced in specified quarter	3 1 0	
6. Work Plan completed according to Activity Request and timetable submitted at start of quarter.	0% planned carry over to next quarter 25% planned carry over to next quarter 50% planned carry over to next quarter 50+% planned carry over to next quarter  % assessed on basis of expenditure against cash request.	3 2 1 0	

7. Focal Points attend Technical Working Group Meetings	All Focal Point attends 2 meetings Focal Point attends 1 meeting Focal points attend 0 meetings	3 1 0	
8. Integration of activities is developed between Departments	Focal Points meet 3 other Departments to discuss HIV/AIDS issues * Meet 2 other Directorates * Meet 1 other Directorate * Meet 0 other Directorate * *A 2 page report about each meeting to be sent to TWG. No report to TWG	3 2 1 0	
<b>Total Points scored</b>			
<b>Percentage payment claimed by unit for score achieved</b>			

The unit wishes to make the following observation about its scores for this quarter.

.....  
 .....

(Continue on a separate sheet if necessary.)

**I submit this Performance Assessment on behalf of the (number) ..... staff who have signed the attached sheet.**

**Signed**.....

**Name**.....

**Position**.....

**Date**.....

**Date received by Secretariat**..... **Week number received**.....

Comments of the Technical Adviser (if any).

.....  
 .....

**Signed**..... **Date**.....

*This form must be signed by the MoEYS/SCRH Long Term Adviser in his/her capacity as Adviser to the performance Assessment Board.*

## Annex H

## UNIT QUARTERLY ASSESSMENT OF PERFORMANCE

## FDPTT

Assessment for quarter number ..... from..... to.....

Performance Tasks	Verifiable Indicators	Points	Score
1. Previous quarters Liquidity Report submitted to UNDP / DFID	Submitted in week 2 Submitted in week 3 Submitted after week 3	3 1 0	
2. Financial component of Quarterly Work Plan prepared and submitted for approval to UNDP / DFID	Work Plan submitted by week 2 Work Plan submitted in weeks 3 Work Plan submitted after week 3	3 1 0	
3. Advance requests and micro-budgets sent to UNDP/DFID	Submitted in week 2 Submitted in week 3 Submitted after week 3	3 1 0	
4. Cash released to Technical Departments	Within 1 week upon receiving funds from UNDP Within 2 weeks upon receiving funds from UNDP More than 2 weeks after receiving funds from UNDP	3 1 0	
5. Meetings held with Focal Points during the quarter to verify financial procedures and assist with financial planning and management	Meetings held with 6 Technical Depts Meetings held with 4 or 5 Technical Depts Meetings held with 2 or 3 Technical Depts Meetings held with less than 2 Tech Depts	3 2 1 0	
6. Verify both NGO liquidation reports and submit payment request to UNDP	Within 1 week of NGO submissions Within 2 weeks of NGO submissions Within 3 weeks of NGO submissions After 3 weeks of NGO submissions	3 2 1 0	
Sub total of score carried forward			

Sub total of score brought forward			
7. Secretariat / Finance Management Meetings held.	Three meetings held. Action notes prepared*	3	
	Two meeting held. Action notes prepared*	2	
	One meeting held. Action notes prepared*	1	
	No meetings held * Circulated within one week of meeting.	0	
8. Conduct regular meetings with UNDP	Meet on 3 occasions per quarter*	3	
	Meet on 2 occasions per quarter*	2	
	Meet on 1 occasion per quarter*	1	
	Meet on 0 occasions per quarter * A full minute of each meeting to be prepared and be available on file. No minute available on file.	0	
<b>Total Points scored</b>			
<b>Percentage payment claimed for score achieved</b>			

## Annex I

## UNIT QUARTERLY ASSESSMENT OF PERFORMANCE

## Administrative Secretariat

Assessment for quarter number ..... from..... to.....

Performance Tasks	Verifiable Indicators	Points	Score
1. Technical Depts. <u>Fully completed</u> Quarterly Reports submitted to first quarterly meeting of TWG.	All Departmental Reports submitted 1 or 2 reports missing 3 or 4 reports missing More than 4 reports missing	3 2 1 0	
2. Tech. Depts. <u>Fully completed</u> Quarterly Activity Requests submitted to TWG	All Activity Requests submitted 1 or 2 Activity Request missing 3 or 4 Activity Requests missing 5 Activity Requests missing	3 2 1 0	
3. Combined Quarterly Work Plan submitted for approval to DFID.	Work Plan submitted by week 2 Work Plan submitted in weeks 3 Work Plan submitted after week 3	3 1 0	
4. <u>First</u> quarterly meeting of TWG held	Meeting held in week 1. Minutes written* Meeting held in week 2. Minutes written* Meeting held after week 2.  * Circulated within two weeks of meeting	3 1 0	
5. <u>Second</u> quarterly meeting of TWG held	Meeting held in week 6. Minutes written* Meeting held in week 7. Minutes written* Meeting held in week 8. Minutes written* Meeting held week 9 or after  * Circulated within two weeks of meeting	3 2 1 0	
6. Secretariat / Finance Management Meetings held.	Three meetings held. Action notes written* Two meeting held. Action notes written* One meeting held. Action notes written * No meetings held  *Circulated within one week of meeting.	3 2 1 0	
Sub total of score carried forward			

Sub total of score brought forward			
7. Monitoring visits are made to Province and Phnom Penh Life Skills Programme pilot sites.	Three visits (2 x pilot site+1x Phnom Penh)	3	
	Two visits made to different sites	2	
	One visit made	1	
	No visits made	0	
8. Formal progress review meetings held with NGO contractors for the Life Skills Programme	2 meetings held and minutes written*	3	
	1 meeting held and minutes written *	1	
	0 meetings held	0	
		* Minutes written by Secretariat in 2 weeks.	
<b>Total Points scored</b>			
<b>Percentage payment claimed for score achieved</b>			

The unit wishes to make the following observation about its scores for this quarter.

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(Continue on a separate sheet if necessary.)

**I submit this Performance Assessment on behalf of the (number) ..... staff who have signed the attached sheet.**

**Signed**.....

**Name**.....

**Position**.....

**Date**.....

**Date received by Secretariat**..... **Week number received**.....

Comments of the Technical Adviser (if any).

.....  
 .....

**Signed**..... **Date**.....

*This form must be signed by the MoEYS/SCRH Long Term Adviser in his/her capacity as Adviser to the performance Assessment Board.*