



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC

LUXEMBOURG
AID & DEVELOPMENT



Implemented by
giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

Improved Service Delivery for Citizens in Cambodia

Peaceful and inclusive societies



As a federally owned enterprise, GIZ supports the German Government in achieving its objectives in the field of international cooperation for sustainable development.

Published by:

Deutsche Gesellschaft für
Internationale Zusammenarbeit (GIZ) GmbH

Registered offices
Bonn and Eschborn, Germany

Address

GIZ-ISD Office Phnom Penh
Sayon Building, #42, Samdach Pan St (214),
Sangkat Boeung Raing, Khan Daun Penh,
Phnom Penh, Cambodia
T +855 23 21 67 56
F +855 23 21 27 83

E giz-kambodscha@giz.de
I www.giz.de/en

Programme description:

The ISD programme helps local governments deliver high-quality services to citizens in the sectors of waste and water management, health, and administrative services and through improved fiscal decentralisation.

Responsible:

Friederike Burkert, ISD Programme Manager, GIZ
E friederike.burkert@giz.de

Authors:

Nim Sour, Advisor, ISD/GIZ
Dy Dinna, Advisor, ISD/GIZ
Beak Sophy, Advisor, ISD/GIZ
Chhat Phearith, Advisor, ISD/GIZ
Tin Sovanthean, Advisor, ISD/GIZ
Bun Thol, Advisor, ISD/GIZ
San Sophany, Advisor, ISD/GIZ
Sak Sothea, Advisor, ISD/GIZ
Tang Sophanara, Advisor, ISD/GFA
Ang Sovanna, Advisor, ISD/GFA
Kong Vanthat, Advisor, ISD/GIZ

Design/layout:

Chamroeun Chim, Communication Specialist, GIZ Cambodia

Photo credits/sources:

Cover photos: GIZ/Nim Sour, Tang Sophanara, GIZ/Sor Sochea, Hoy Rithika
GIZ/Nim Sour: page 3, 4
GIZ/Chhat Phearith: page 5
GIZ/Pin Borey: page 7
GIZ/Kong Vanthat: page 8, 9, 10
GIZ/Phan Vuthy: page 11
Sor Sochea: page 15, 16, 17
Tang Sophanara: page 18, 19
Thou Sophoan: page 13
Hoy Rithika: page 14
NCDDS: page 20, 21

Maps:

The maps printed here are intended only for information purposes and in no way constitute recognition under international law of boundaries and territories. GIZ accepts no responsibility for these maps being entirely up to date, correct or complete. All liability for any damage, direct or indirect, resulting from their use is excluded.

On behalf of the German Federal Ministry for
Economic Cooperation and Development (BMZ)

Phnom Penh, November 2025

Improved Service Delivery for Citizens in Cambodia

Peaceful and inclusive societies

Table of Contents

Acronyms	ii
Programme Overview	1
Citizens' Access to Decision-Making Processes and Complaint Mechanism	3
From Pilot to Policy: "Institutionalising Social Accountability at the District, Municipality and Khan (DMK) Level"	5
Advancing Women's Leadership and Inclusive Governance	7
Enhancing the Capacity of SNA Councillors Through E-learning	9
Fiscal Decentralisation	11
Improved Citizen-Centred Administrative Services Delivery	13
Sustainable Waste Solutions: Empowering Communities and Local Administrations	15
Strategies for Water Management	18
From Policy to Practice: Localising Education Management through DMK Administrations	20

Acronyms

ADB	Asian Development Bank
API	Application Programming Interface
BMZ	German Federal Ministry for Economic Cooperation and Development
BoGs	Boards of Governors
CAF	Community Accountability Facilitator
CamDX	Cambodia Data Exchange
CamDigiKey	Cambodia Digital Key
CP	Communication Plan
CS-WMP	Climate-Sensitive Water Management Plan
D&D	Decentralisation and Deconcentration
DFR	Department of Functions and Resources
DIP	District Investment Programme
DM	Districts and Municipalities
DMK	District, Municipality and Khan
DO	District Ombudsperson/Ombuds Office
FWUC	Farmer Water Use Communities
GESEI	Gender Equality, Social Equity, and Inclusion
GIS	Geographic Information System
I4C	Information for Citizens
ISAF	Implementation of the Social Accountability Framework
ISD	Improved Service Delivery for Citizens in Cambodia
JAAP	Joint Accountability Action Plan
JICA	Japan International Cooperation Agency
MCS	Ministry of Civil Service
MEF	Ministry of Economy and Finance
MoEYS	Ministry of Education, Youth and Sport
MoI	Ministry of Interior
MoWA	Ministry of Women's Affairs
MoWRAM	Ministry of Water Resources and Meteorology
NASLA	National School of Local Administration
NCDDS	National Committee for Sub-National Democratic Development Secretariat
NGO	Non-Governmental Organisations
NP-2	National Programme on Sub-National Democratic Development 2021–2030
OWSM	One Window Service Mechanism
OWSO	One Window Service Office
PdWRAM	Provincial Department of Water Resources and Meteorology
SA	Social Accountability
SDC	Swiss Agency for Development and Cooperation
SNA	Sub-National Administration
ToT	Training of Trainers
UNDP	United Nations Development Programme
WMP	Waste Management Plan
WVI	World Vision International

Programme Overview

Background

The Improved Service Delivery for Citizens in Cambodia (ISD) programme supports local governments in delivering high-quality services to citizens in the sectors of waste and water management, health, and administrative services, as well as through improved fiscal decentralisation, with a focus on the three provinces of Battambang, Banteay Meanchey, and Siem Reap.

The ISD programme aims to help districts and municipalities develop strategies and implement improved procedures to deliver high-quality services inclusively and sustainably. The programme focuses primarily on: 1) the implementation of the National Programme on Sub-National Democratic Development 2021–2030 (NP-2), particularly in the health sector and in promoting women working in sub-national administration; 2) administrative service delivery using digital and mobile methods; 3) the development and implementation of scalable

and climate-sensitive waste and water management strategies; 4) citizens’ access to decision-making processes, strengthening social accountability mechanisms, and linking them with improved complaint handling at district and municipal levels; and 5) improving the local finances of Districts and Municipalities (DMs).

Our approach

The ISD programme uses a multi-level approach, combining technical and process advisory support at national and sub-national levels, with offices in Phnom Penh, Battambang, Banteay Meanchey, and Siem Reap.

The project follows an integrated capacity development approach that embeds individual training within institutional processes and procedures. Newly gained specialist knowledge can therefore be directly applied in the daily work of the administration, leading to long-term improvements. The involvement of line departments at the provincial and national levels in the delivery of

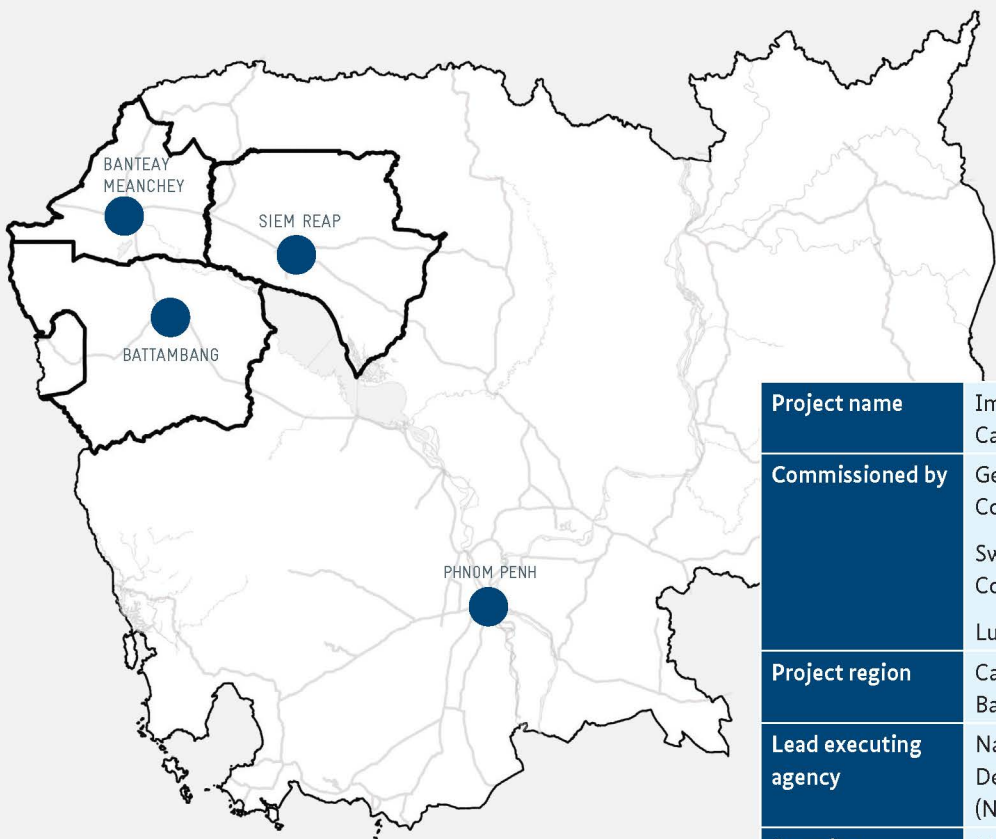


Figure 1: Project offices

Project name	Improved Service Delivery for Citizens in Cambodia
Commissioned by	German Federal Ministry for Economic Cooperation and Development (BMZ) Swiss Agency for Development and Cooperation (SDC) Luxembourg Aid and Development
Project region	Cambodia (Phnom Penh, Battambang, Banteay Meanchey, Siem Reap)
Lead executing agency	National Committee for Sub-National Democratic Development Secretariat (NCDDS)
Duration	March 2022 – December 2025

services by municipalities and districts complements course-based capacity development with on-the-job training and coaching.

Innovations for the work of elected councils—such as the creation of sub-committees—are introduced at the municipal and district levels. The sub-committees strengthen the participatory development of waste and water management strategies. Residents benefit directly from this enhanced dialogue and decision-making at the sub-national level.

The digitalisation of the One Window Service Offices (OWSOs) and the ombuds offices improves access to information and the availability of administrative services.

Partners involved

The key stakeholders are engaged at several levels:

- » **National level:** National Committee for Sub-National Democratic Development Secretariat (NCDDS); Ministry of Interior (MoI); Ministry of Economy and Finance (MEF); Ministry of Environment; Ministry of Water Resources and Meteorology (MoWRAM).
- » **Sub-national level:** Provincial, district, municipal, commune, and Sangkat administrations; Ombuds Offices.
- » **Civil society:** Private sector actors, Community Accountability Facilitators (CAFs), Non-Governmental Organisations (NGOs), and citizens.
- » **UN agencies and development organisations:** Asian Development Bank (ADB), World Bank, Japan International Cooperation Agency (JICA), United Nations Development Programme (UNDP), United Nations Children's Fund (UNICEF) and Department of Foreign Affairs and Trade (DFAT).



↑ Dissemination on DO roles at Mounge Ruessei

Citizens' Access to Decision-Making Processes and Complaint Mechanism

The ISD programme, in collaboration with the Department of Functions and Resources (DFR) of the Ministry of Interior (MoI) and Sub-National Administrations (SNAs), has strengthened the performance of Ombuds Offices, supporting the Royal Government of Cambodia's Decentralisation and Deconcentration (D&D) reform to improve public service accountability and responsiveness.

Key Results

Operational capacity strengthened and responsiveness improved: The operational capacity of Ombudspersons has been significantly enhanced, enabling them to systematically manage and respond to citizen feedback with greater speed and effectiveness. The capacity development efforts, extended nationwide, have equipped 1,526 Ombudspersons, their assistants, and concerned stakeholders with knowledge and skills on relevant legal frameworks, interpersonal skills and online database management needed to manage and respond to citizen feedback effectively.

With the provided tablets, Ombudspersons in the selected SNAs are better equipped to handle digital feedback and citizen enquiries. These combined advancements have elevated the Ombuds

Offices' overall ability to provide timely and effective responses.

Awareness-raising and visibility enhanced: A national Communication Plan (CP) was developed and used by SNAs to systematically inform the public about the Ombuds office, while a standardised Ombuds Office logo was designed and officially adopted by MoI. These tools have been instrumental in promoting the visibility and recognisability of Ombuds offices as well as enhancing public engagement. Awareness campaigns held at universities reached 786 students (65% female), leading to a measurable rise in citizen enquiries about SNA services.

Increased citizen engagement through digital feedback system: The "Mete Yeung" App, a complaint app piloted by ISD in selected SNAs, has provided approximately 3.3 million people with direct access to report their issues and request services of the Ombuds offices. Between late 2023 and end of 2024, the app was downloaded 8,177 times and received 108 complaints and service enquiries.

Adoption of public service improvements: In response to complaints forwarded by Ombuds Offices to the partner councils between 2022 and



↑ Reflection workshop on DO roles



↑ Dissemination of DO roles at university

2024, 13¹ out of 156 complaints were discussed during the council meetings and addressed for service improvements. This demonstrates significant progress in local government accountability.

Key Process

Identifying capacity gap and agreed intervention:

The roles, authority and mandate of the Ombuds Office were analysed, and the existing capacity of the Ombudspersons was assessed through coaching sessions. The capacity needs, incl. resources were identified, followed by targeted training workshops, reflection and exchange workshops to strengthen both individual and institutional competencies.

Identifying methods to promote stakeholder awareness and engagement: Stakeholders were consulted on how to promote awareness, then jointly developed options and agreed on the selected ones such as development of a CP and designing a logo and made them officially used.

Creating a digital channel for citizens to submit feedback and enquiries: Together with partners, ISD piloted the “Mete Yeung App”, the complaint app, allowing citizens to submit feedback and enquiries online. The app was promoted widely to encourage two-way communication between citizens and Ombudspersons.

Involving SNA leadership in addressing feedback:

By improving decision-makers’ understanding of their responsibilities and providing them with timely, evidence-based information through reports, they are better equipped to effectively respond to feedback.

Performance study to further improve effectiveness and capacity of ombuds:

A comparative study was conducted to evaluate the performance of the Ombuds offices and benchmark against regional and international best practices, as well as existing government institutions. The study aimed to identify areas for improvement and further strengthening.

Sustainability

The creation of peer-learning networks like the established Telegram Group supports ongoing knowledge exchange and the sustained application of best practices.

The deliverables, including the CP and the logo, were collaboratively developed with the partner. The logo, in particular, is prominently displayed on posters, boards, leaflets, the office letter head, and the uniforms of Ombudspersons, making it durable and enhancing public recognition and visibility.

The complaint app was adopted by the partner, integrated into their operations, and synchronised with the partner’s online database management.

1 Some complaints are simple or are suggestions that the DO could address directly for citizens without needing to be discussed in a council meeting.



↑ CAF and DO meeting on I4C preparation

From Pilot to Policy: “Institutionalising Social Accountability at the District, Municipality and Khan (DMK) Level”

Background

The Royal Government of Cambodia, through the National Committee for Sub-National Democratic Development Secretariat (NCDDS), is committed to institutionalising the Social Accountability (SA) approach at districts, municipalities and khans to ensure sustained citizen participation.

The ISD Programme, in collaboration with NCDDS and WVI, is piloting the institutionalisation of SA mechanisms in Preah Netr Preah and Sangkae Districts with a focus on the One Window Service Office (OWSO) and new sector (waste and water) services. The goal is to develop practical and value-added mechanisms and experiences that can be integrated into the existing well-rounded SA cycle, thereby helping to sustain social accountability at the DMK level.

Key Results

Strengthened SA institutionalisation through piloting: The piloted collaboration between District Ombudspersons (DOs) and Community Accountability Facilitators (CAFs) significantly strengthened Social Accountability (SA) implementation at the DMK level, improving

coordination across actors and increasing the visibility and effectiveness of SA activities.

Service providers became more responsive to citizens’ priorities, leading to higher engagement. Of the 1,386 citizens reached, over 60% submitted requests or feedback demonstrating strong public trust and willingness to participate. Most requests focused on essential services such as infrastructure, sanitation, environmental management, One Window Service Office (OWSO) service delivery and operating hours, latrine accessibility and cleanliness (for men, women, and persons with disabilities), waste management, clean water systems, village and commune safety, economic opportunities, and canal maintenance.

The Joint Accountability Action Plan (JAAP) was successfully aligned and integrated into the District Investment Programme (DIP). OWSO and Waste management services were systematically incorporated into JAAP formulation and integrated into DIP, contributing to more responsive planning and improved service delivery in the sector.

Key SA cycle steps were refined, and JAAPs were prepared on time through well-coordinated single and multi-interface meetings co-facilitated by DOs and CAFs.

Targeted capacity development strengthened the shared understanding of supply and demand side roles among DOs, CAFs, and DMK administrations. DOs played a crucial bridging role by elevating citizen issues to decision-making bodies and ensuring timely responses.

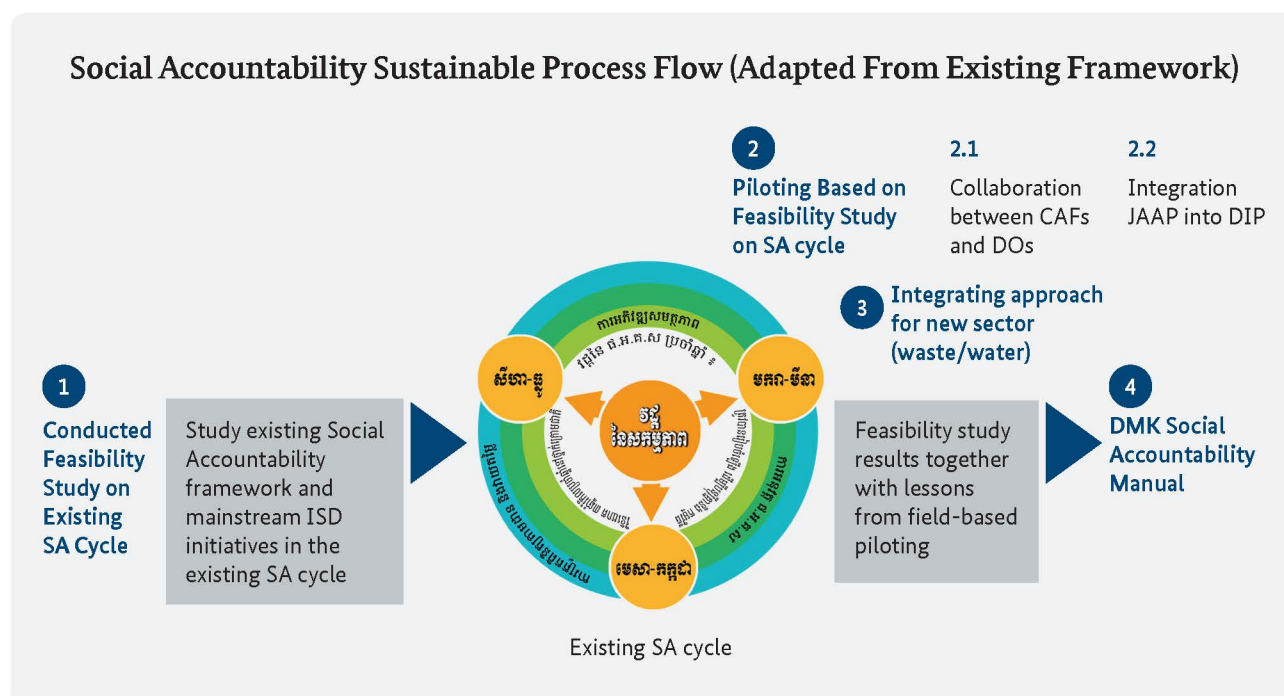
Joint DO and CAF responsibility and close coordination with DMK administrations improved facilitation during I4C sessions, community scoring, and JAAP formulation. This resulted in stronger accountability mechanisms and more responsive service delivery.

New sector integration and policy sustainability in social accountability: Indicators, criteria, I4C tools, community scorecard processes, and training curricula for the new waste and water sectors together with lessons from field-based piloting have been consolidated into the national SA manual for nationwide adoption.

The manual promotes consistent standards and reinforces a culture of responsiveness and shared responsibility between citizens and local authorities.

Digitalisation harmonisation recommendation: The assessment of ISAF, Our Voice, and OWSM delivered a clear pathway for a unified, citizen-centred SA digital ecosystem. To achieve this, the assessment identified bottlenecks in fragmented, paper-based workflows and recommended end-to-end digital processes supported by improved UX/UI, digital forms, and streamlined approvals. A technical review further guided the shift towards a modernised system architecture using microservices, API-based interoperability, and alignment with national platforms such as CamDX, CamDigiKey, and government-owned feedback systems. The assessment also proposed transforming existing I4C tools into mobile-first, multimedia Dynamic I4C to enhance accessibility and strengthen digital citizen engagement.

Key Process



Sustainability

The ISD Programme's piloting efforts demonstrate that Social Accountability can be effectively institutionalised at the DMK level when supply and demand side

actors work together through structured, evidence-based processes.

To institutionalize SA at DMK level, it's important not only to strengthen citizen trust but also

equip local authorities with the tools, systems, and capacities needed so they can sustain SA initiatives without relying on external support.



↑ Female councillor training on public speaking

Advancing Women's Leadership and Inclusive Governance

Key Results

The ISD Programme has achieved significant progress in advancing Gender Equality, Social Equity, and Inclusion (GESEI) and promoting women's leadership in sub-national governance. These efforts have strengthened institutional frameworks, enhanced women's participation in decision-making, and established sustainable mechanisms to advance gender-responsive governance across all levels of administration.

At the capacity development level, the **women's leadership programme** provided nine months of intensive leadership training, coaching, and skills development for high-potential female officials at Sub-National Administrations (SNAs). Among the 12 female participants, some have been newly promoted, and some have the potential for promotion into leadership roles.

The empower women to lead - strengthening female leaders: Through training to improve their confidence, skills, and participation in decision-making, over 100 female councillors and civil servants in Battambang, Banteay Meanchey, and Siem Reap provinces have enhanced their leadership, coordination, conflict resolution, and advocacy skills. In 2024, GESEI training was provided to 113 Boards of Governors (BoGs), Directors and Deputy Directors of Administration

at sub-national administrations, strengthening inclusive leadership and gender-responsive decision-making. In 2025, the programme expanded with GESEI Training of Trainers (ToT) at both national and sub-national levels. Training materials were jointly updated by MoWA, National School of Local Administration (NASLA), NCDD, MoI, and MCS and were subsequently handed over to NASLA for integration into its standard training curriculum.

A major **policy milestone** was the Strategic Plan to Increase Women in Management Positions in SNAs (2024–2028), endorsed through a Joint Prakas by the Ministry of Interior (MoI), Ministry of Civil Service (MCS), and Ministry of Women's Affairs (MoWA), and was officially launched in early 2025. The strategic plan provides a unified framework and practical guidelines to strengthen women's representation and promote gender-responsive systems across all SNAs.

↓ Female councillor training in Siem Reap



Collectively, these achievements have led to stronger institutional frameworks, enhanced women's leadership capacities, and greater integration of gender equality principles into sub-national governance structures.

Key Process

Collaborative partnerships: ISD approach ensures collaboration among relevant ministries and institutions mandated for the topic such as NCDD, NASLA, MoWA, MCS and MoI. This collaboration ensures strong ownership and alignment with NP-2 and relevant government policy frameworks.

Integrated capacity development: The programme combined leadership training, peer learning, and mentoring, and GESEI training to build individual and institutional capacities simultaneously.

Policy practice linkage: Lessons from capacity development initiatives directly informed the formulation of implementation guidelines aiming at increasing the Number of Women in Management Positions and promoting a Supportive Environment and Conducive Conditions for Women in the Workplace and in Performing Their Roles and Responsibilities.

Inclusive and safe approach: All interventions integrated the "Leave No One Behind" principle and a prevention of sexual harassment and discrimination to ensure inclusivity and safety.

Sustainability

Institutionalisation: GESEI training materials have been transferred to NASLA, ensuring continuous delivery through its regular training programmes.

Policy framework: The Joint Prakas of Strategic Plan (2024-2028) provides long-term policy commitment and accountability for increasing women's leadership.

Capacity transfer: National and sub-national GESEI ToTs created a pool of trained facilitators who will continue providing gender-responsive training beyond ISD's duration.

Empowered networks: A growing network of trained female leaders and mentors at SNAs supports peer learning and sustained gender equality advocacy.

↓ Council meeting in Soutr Nikom district





↑ Councillors participated E-learning dissemination workshop

Enhancing the Capacity of SNA Councillors Through E-learning

Key Results

The e-learning initiative aimed at strengthening local governance systems by improving the capacity of newly elected sub-national administration councillors to fulfil their legal mandates and respond effectively to community needs.

In collaboration with the National School of Local Administration (NASLA), five comprehensive training modules were developed and integrated into an e-learning platform tailored for the sub-national administration councillors. E-learning stations were established in ten (10) districts and municipalities (DMs), enabling easy access to training opportunities. A total of 220 councillors (42 women) enrolled in the programme, and 169 participants - including all female councillors - successfully completed the training and received certificates.

Assessments and feedback revealed a significant increase in councillors' knowledge, confidence, and understanding of their roles and responsibilities. Participants demonstrated enhanced engagement in council meetings and public forums, improved capacity in decision-making processes and a stronger commitment to promoting responsive, accountable, and inclusive local governance that better addresses the needs of all citizens.

This success highlights the value of structured e-learning in empowering sub-national administration representatives and underscores the importance of continued investment in digital learning platforms for capacity development in local governance.

Key Process

To ensure the successful implementation, institutionalisation, and long-term impact of the e-learning programme for sub-national councils, the following key processes were identified and undertaken:

Phase 1 – Collaboration and content development: ISD collaborated closely with NASLA to develop five interactive training modules tailored to the roles and responsibilities of sub-national administration councillors. This collaboration ensured content relevance, institutional ownership, and seamless integration into NASLA's national training framework.

Phase 2 – Pilot implementation and improvement: A comprehensive pilot programme was conducted in ten selected DMs, where councillors accessed the platform through dedicated e-learning stations.



↑ E-learning consultation workshop



↑ Group discussion during E-learning consultation workshop

This phase allowed for real-time testing of the modules and the e-learning platform. Feedback from participants was systematically collected and analysed to inform improvements in course content, usability, and delivery methods.

Phase 3 - Coaching and technical support:

Additional coaching support was provided to help councillors strengthen their digital skills and fully engage with the platform. This resulted in high completion rates and active participation.

Phase 4 - Capacity development for NASLA team on the “atingi” platform: To ensure long-term sustainability, key NASLA staff were trained to independently manage and operate the “Atingi” e-learning platform through expert-led trainings and their active involvement in course design from the outset. This capacity transfer enables NASLA to manage the system, make necessary updates, and adapt the content to future training needs, thereby contributing to the long-term sustainability of the initiative.

Sustainability

This e-learning initiative represents a significant and sustainable step forward in enhancing the institutional capacity of sub-national administration councils and strengthening local governance in Cambodia. By equipping councillors with the knowledge and skills they need, and by building the long-term capacity of national institutions like NASLA to manage and adapt the platform, this programme lays the foundation for more responsive, accountable, and effective local administrations that can continue to meet the needs of all citizens. The experience gained from developing this e-learning programme will provide NASLA with the opportunity to design training programmes on other topics and for different target groups, enabling NASLA to offer a more diverse range of training modalities that are flexible and responsive to available resources.



↑ Training on cost analysis for waste and OWSO services

Fiscal Decentralisation

Key Results

08 procedures of financial analysis on waste management and One Window Service Offices (OWSOs) were developed and official approved by councils of four target districts and municipalities (DMs): Battambang, Mounh Ruessei, Siem Reap, and Soutn Nikom. Through this initiative, local authorities gained practical skills to estimate service costs, forecast revenues, and identify funding gaps - empowering them to make data-driven and evidence-based budget decisions. As a result, all four DMs now apply financial analysis tools to strengthen budget planning, resource allocation, and service delivery. This has significantly improved local financial management, transparency, and accountability, ensuring that decisions are more responsive to citizens' needs and services are delivered more effectively. Additionally, a proposal to review the DM Fund formula and criteria and study new types of non-tax revenue for transfer to DMs is developed to inform the Ministry of Economy and Finance's decision (MEF) on allocating more resources to DMs. Consequently, it will enable DMs to have more autonomy over their financial management and increase their revenue base to deliver better public services to citizens at the local.

Key Process

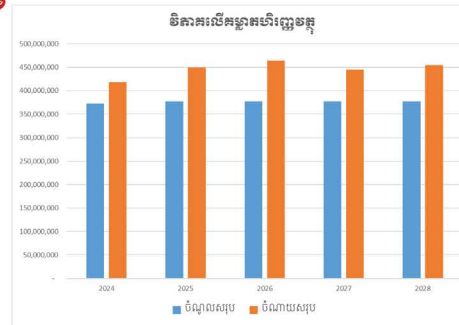
1. The development of financial analysis procedures for waste management and OWSO followed a three-phase process:

Phase 1 - Preparation and data collection: The four target DMs conducted the data collection by using verified household and business mapping data. Then, the DMs identified waste service users and the types of services requested at OWSOs. (household and business mapping conducted and stored in QGIS application)

Phase 2 - Analysis and review: Building on the results from Phase 1, the four target DMs analysed the estimated costs and revenues for each service to identify gaps between costs and revenues, leading to the development of the first draft procedures. The DMs then organised consultative meetings with relevant offices and stakeholders to review the drafts, gather feedback, and refine the content to ensure accuracy, completeness, and practical application (See Figure 2).

III. គំរូលទ្ធផល- គម្រោងហិរញ្ញវត្ថុ-ប្រកបដោយសុចរិតភាព

- រដ្ឋបាលស្រុកស្រួចនីតិយុត្តិធម៌មានគម្រោងថវិកាសម្រាប់អនុវត្តសកម្មភាពនៃផែនការស្តីពីការគ្រប់គ្រងសំរាម សំណល់រឹងទីប្រជុំជនទេ ដោយកញ្ចប់ថវិកាដែលវិភាគពីថ្នាក់ជាតិចំនួនច្រើនជាងបន្តិច។
- ទិន្នន័យចំណូល និងចំណាយរបស់ក្រុមហ៊ុនស៊ីន ទ្រី ហាក់មិនមានភាពស្មើគ្នាដោយសារតែ តួលេខចំណាយ (៣៥៤ ០០០ ០០០ រៀល) មានទំហំច្រើនជាងចំណូល (២២១ ៣២៧ ០០០ ០០០ រៀល)។



ការវិភាគហិរញ្ញវត្ថុសម្រាប់សេវាគ្រប់គ្រងសំរាម					
ឆ្នាំ	2024	2025	2026	2027	2028
I ចំណូលសរុប	372,847,000	376,987,000	376,987,000	376,987,000	376,987,000
I.1 ចំណូលពីការប្រមូលសំរាម	261,327,000	261,327,000	261,327,000	261,327,000	261,327,000
I.2 ថវិកាភាគីទីប្រជុំជន	110,520,000	115,660,000	115,660,000	115,660,000	115,660,000
I.3 ការផ្សព្វផ្សាយស្តីពីការគ្រប់គ្រងសំរាម	1,000,000	-	-	-	-
I.4 ការផ្សព្វផ្សាយផ្សេងៗ	-	-	-	-	-
II ចំណាយសរុប	418,200,000	449,380,000	464,580,000	445,380,000	454,980,000
II.1 ចំណាយលើការប្រមូលសំរាម	354,600,000	354,600,000	354,600,000	354,600,000	354,600,000
II.2 ចំណាយលើការប្រមូលសំរាម	63,600,000	94,780,000	109,980,000	90,780,000	100,380,000
II.3 ចំណាយលើការប្រមូលសំរាម	-	-	-	-	-
III កំណត់សម្គាល់ (ធានាថាមានលុយគ្រប់គ្រាន់)	47,920,000	20,880,000	5,680,000	24,880,000	15,280,000

Figure 2: District cost analysis graph for waste management services

Phase 3 - Capacity development, finalising and approval: The four target DMs organised training sessions to strengthen DM staff's capacity to prepare and apply the financial analysis procedures effectively. Then the DMs presented the draft procedures to Boards of Governors, DM Councils, and relevant officials for clarification, feedback, and improvement. Finally, the DM councils formally discussed and approved of the procedures, institutionalizing them as official tools for financial analysis.

2. The development of a proposal to review the DM Fund formula and criteria and study new types of non-tax revenue for transfer to DMs consisted of following processes:

Phase 1: A desk review of international and local experiences was conducted to draw lessons on fund allocation and non-tax revenue management relevant to Cambodia.

Phase 2: A survey with 36 DMs in Battambang, Siem Reap, and Banteay Meanchey provinces was carried out, followed by consultative meetings chaired by representative of MEF and selected DMs to validate findings.

Phase 3: The first draft proposal was developed and discussed with MEF and relevant stakeholders to collect feedback and refine recommendations.

Phase 4: The finalised proposal was submitted to MEF for consideration, paving the way for stronger fiscal decentralisation and greater financial autonomy for DMs.

Sustainability

Sustainability is ensured through the formal approval of the financial analysis procedures by DM councils, embedding them into local governance systems. Knowledge and practical experience sharing have strengthened officials' ability to apply cost and revenue estimation and data-driven decision-making. With these skills, DMs are now equipped to extend the approach to other services (e.g social services etc), promoting sound financial planning, improved service delivery, and greater responsiveness to citizens' needs in the long term. Similarly, the proposal submitted to MEF will serve as an input for development a sustainable legal framework for allocating additional resources to DMs in an equality and equity manner, ensuring continued financial empowerment and enhanced service delivery.



↑ OWSO's mobile service delivery

Improved Citizen-Centred Administrative Services Delivery

This component assisted selected district and municipal (DM) administrations in Battambang, Banteay Meanchey, and Siem Reap to strengthen administrative service delivery through the strengthening and digitalisation of District and Municipality One-Window-Service-Offices (OWSOs).

Key Results

By piloting digital and mobile service delivery models, the component increased efficiency and transparency, and expand citizens' access to essential administrative services, with special attention to disadvantaged people living in remote villages.

With support from the Ministry of Interior (MoI), the Digital OWSO has launched in August 2024 as a hybrid web-based platform that enables citizens to request selected services, track delivery progress, and make online payments through the OWSM CAMBODIA app¹.

Specific to the Mobile Service, the pilot integrated OWSO administrative services with Ombuds Office (DO) grievance and feedback systems, making it

easier for citizens to share feedback and increasing awareness of available services and citizen rights. Within one year, the two piloted OWSOs delivered services to 14 remote & disadvantaged villages, providing more than 5,000 services to 10,000 citizens, of which an estimated 20% disadvantaged.

Key Processes

The process began with an assessment of DM administrative service delivery systems to identify the needs and priority services for digitalization. An OWSO digital readiness assessment then determined the required training, systems,



↑ Mobile OWSO team delivers services to the community

¹ However, as of now business owners and citizens still have to present the service-related documents at the district OWSO.



↑ Training on digital OWSO

← Mobile Service team provide service to the floating village in Pouk

and equipment to improve district regular, digital, and mobile administrative service delivery.

ISD provided selected pilot DMs with training on responsive service delivery, use of OWSO's MIS & Digital OWSM Cambodia app along with the essential equipment to operate mobile, digital and regular service delivery (eg. server, laptops, tricycles, etc.).

Simultaneously, digital and mobile service delivery models were developed, field-tested, and refined based on received user feedback. With the support of the MoI's Department of Functions and Resources (DFR) the web-based digital service was launched in August 2024. The Mobile Service Delivery, combining DO/OWSO services, uses tricycles & motorbikes, and during the rainy season boat, to service communities.

Lastly, guided by MoI's DMK DO/OWSO communication plan, the pilot districts were assisted in the development of awareness plans and materials proposing digital and mobile service delivery.

Sustainability

The OWSO initiative strengthened **social and cultural sustainability** by ensuring that services delivery is client-centred, inclusive, transparent and responsive. Available digital services meet 90% of local needs, and ease access for (younger) people. The digital OWSO platform and mobile service vehicle were co-designed with citizens, districts & municipalities, fostering ownership and long-term relevance. To ensure no one is left behind, visual awareness materials help illiterate villagers, and DO/OWSO staff provide support for people with special needs.

Technically sustainable, OWSOs are equipped with necessary equipment needed to deliver efficient and reliable services. A new server supports MoI country wide service delivery. Ongoing user feedback informs adjustments towards a user-friendly digital OWSO platform and Mobile Service Delivery.

Financially sustainable, pilot districts have allocated funds for OWSO operations and awareness activities in their district investment plans.



↑ Three bins system at schools

Sustainable Waste Solutions: Empowering Communities and Local Administrations

The ISD programme supported six Districts/ Municipalities (DMs) in Banteay Meanchey, Battambang and Siem Reap province to improve waste management services to develop local waste management plans (WMPs), to integrate waste activities into DM investment programmes to improve service delivery for citizens in Cambodia.

Key Results

Access to waste collection services has significantly improved through the establishment of community-based systems in both rural and urban areas. In Sangkat Sambour of Siem Reap municipality, a new collection point (with waste segregation) and mini-trucks now ensure regular waste collection, reducing unmanaged waste and improving public health, which has benefited 600 land-based families (≈2,600 people, including 1,381 women). In remote floating communities in Kampong Kleang commune of Sout Nikom district, local collection systems have made regular waste disposal possible for previously underserved households, benefit 2,718 floating families (≈8,061 people, including 4,151 women). In Paoy Paet, Battambang, and Siem Reap Municipalities, the introduction of the three-bin system has enabled waste segregation at source, benefiting thousands of citizens and contributing to cleaner, healthier environments.

Resource recovery and circular economic practices have been strengthened through local innovations. A vermi-composting facility in Sout Nikom District now converts organic waste into organic fertilizer, providing farmers with sustainable, affordable farming soil conditioner and reducing reliance on chemical fertilizer. This facility directly benefits approximately 3,000 farmers (1,654 women). Local upcycling initiatives have turned discarded fruits and vegetables into food products, creating new livelihood opportunities while minimizing food waste. The introduction of waste segregation into three-bin system and installation of water dispensers in schools and DM halls have helped reduce plastic waste and promote sustainable habits among students and officials.

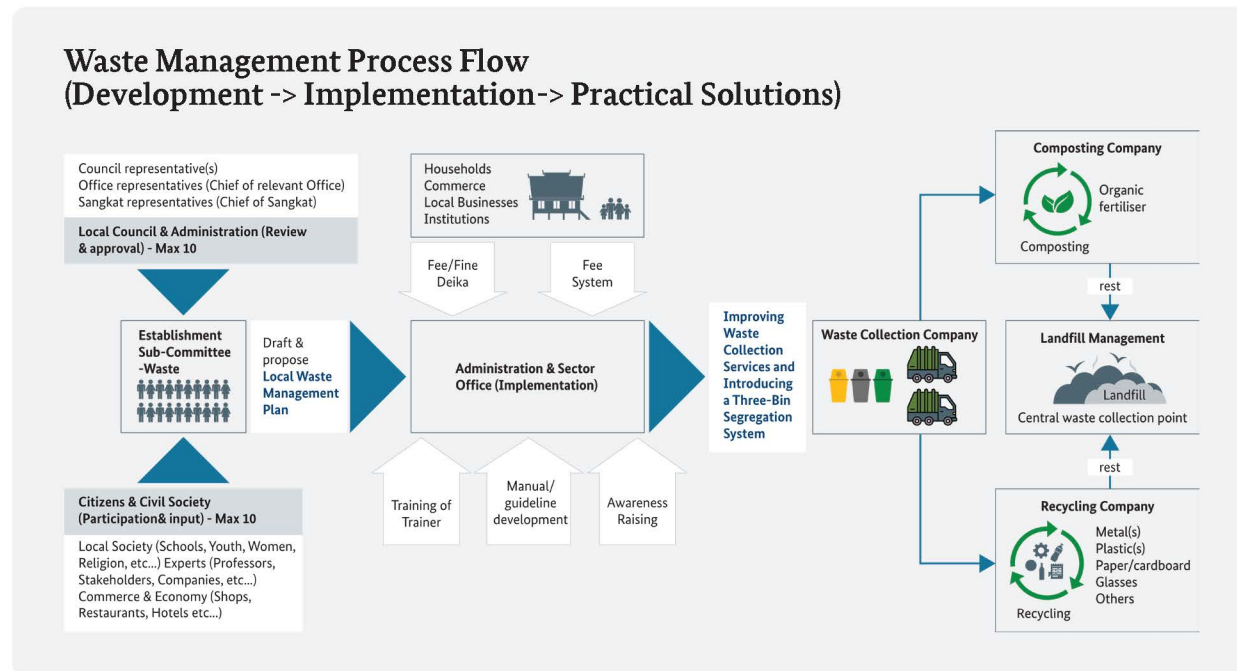
Waste management governance has been institutionalized through national and local frameworks. The enforcement of Sub-Decree 113 has enabled decentralized waste management, while six districts and municipalities have adopted and implemented formal waste management plans with allocated budgets. Deikas on fees and fines are now implemented across these districts, establishing a basis for sustainable financing. Furthermore, three districts have delegated some waste management responsibilities to commune and Sangkat levels, enhancing local ownership,

collaboration, operational efficiency and accountability. A Waste Management Manual developed from best practices now serves as a scalable guide for wider replication.

Local capacity and sustainable waste practices have been enhanced. Capacity and awareness on waste management of local officials and communities have improved. Plastic waste has visibly declined through the adoption of plastic

reduction measures including water filtration systems at DM halls and schools. A pool of trained local trainers continues to lead awareness-raising and promote behavioral change across communes and Sangkats.

Key Process



↑ Waste collection mini-truck (above). Sambour waste collection point (right) →

Sustainability

Waste management has become institutionally embedded within District and municipality Administrations, with formal Sub-Committees established and responsibilities decentralized from national to sub-national levels. Waste management activities are now integrated in district's 3-year investment programmes, ensuring continuity beyond project timelines.

Financial sustainability is reinforced through dedicated district/municipality environment

sanitation budgets, Ministry of Economy and Finance support, application of fee system, resources mobilization and emerging self-financing mechanisms as well as efficient budgeting and cost-recovery mechanisms (service cost analysis).

Knowledge and expertise are steadily expanding across the waste management value chain. District officials are now capable of planning and implementing waste initiatives with minimal external support, supported by training-of-trainers programmes that sustain local awareness and engagement.

Cumulative Impact

- » **Improved waste services** now reach thousands of families across six districts, reducing plastic use and promoting sustainable waste solutions benefiting 1,443,879/ female: 485,558 citizens.
- » **Cleaner and healthier communities** benefit from organic fertilizers and better-managed environments in both urban and remote areas.
- » **Sustainable systems established** through local ownership, dedicated budgets, and fee-based financing ensure long-term impact.





↑ Water gate of Tean Kam Reservoir at Preah Netr Preah

Strategies for Water Management

The ISD Water component supported four Districts/Municipalities (DMs) in Banteay Meanchey province in developing and implementing five-year District Climate-Sensitive Water Management Plan (CS-WMP).

Key Results

In support of the implementation of Sub-Decrees 182 and 184, four districts of Banteay Meanchey province have established multi-stakeholder Environmental and Water Sub-Committees.

Five-year District Climate-Sensitive Water Management Plans (CS-WMPs) for 2025-2030, focusing on improving small-scale irrigation systems, climate resilience and operations, were developed through the leadership of the committees.

CS-WMP Action plan 2025 - irrigation system repair works and actions - were financed through the alignment of commune & district investment plan activities, with contributions of PdWRAM & Nurture project. The total investment contribution for 2025 amounts to USD 200,000 across the four participating districts.

The implementation of CS-WMPs action plan 2025 has improved the irrigation system operation and management. While reducing water-conflicts, it

contributes to the livelihood of 45,000 farmers including an estimated 13,000 disadvantaged in seven communes.

Communes will be more climate and social resilient, through the introduction of small ponds, new rice species and promotion of alternative water management, planting and growing techniques.

Key Processes

Activities began with assessing the capacity and needs to improve the management, operation, and maintenance of small-scale irrigation systems. This was followed by training provided to the sub-national administrations with focus on the partner districts.

DM Environmental and Water Sub-committees took the lead in the development of the Climate Sensitive Water Management Plan, 2025-2030, through the selection of poor irrigation systems. This was followed by system specific technical designs and cost estimates to improve operation and maintenance work.

Action plan 2025 work progress and quality are monitored and reviewed through Rapid Appraisals. These appraisals are also used to agree on works for next year's CS-WMP action plan.

ISD assisted in the development of (open source) Geographic Information System (GIS) data & maps. The districts use these maps to monitor work progress, plan and budget for the next year's action plans and assist Communes/Farmer Water Use Communities (FWUCs) in operation and maintenance.

Sustainability

The project, promoting **social and cultural sustainability**, fostered inclusive water management by engaging FWUCs and private companies in selecting and preparing CS-WMPs action and works.

The GIS system combined agriculture, environment and water data supports multi-sector climate-sensitive water management, promoting **technical sustainability**. Irrigation system work undergoes technical review, and compliance check against environmental and social safeguards before implementation.

The bulk of the CS-WMP annual action plans budget comes from communes and districts' investment plans, with technical support and oversight from PdWRAM and development partners. This is a good basis for **financial sustainability** while improving the livelihood of small-scale farmers.

↓ Tertiary canal of Smach irrigation system in Preah Netr Preah district



↑ Water gate of Tean Kam Reservoir at Preah Netr Preah



↑ Inter-ministerial exposure visit on waste and water management



↑ Group discussion on the draft technical guidelines for implementing Early Childhood Education functions

From Policy to Practice: Localising Education Management through DMK Administrations

Key Results

Advancing decentralised and accountable education services: The ISD programme played a pivotal role in supporting the Royal Government of Cambodia's education sector decentralization reform. Through close collaboration with NCDD-S and MoEYS, ISD contributed to translating national education policies into practice at the District, Municipality, and Khan (DMK) levels. Building on the successful pilot in Battambang, the evidence directly informed the nationwide rollout of education functions across three sub-sectors: community pre-school, non-formal education and primary education. That is formalized under Sub-Decree No. 213 ANK.BK (July 2023) – making a milestone in strengthening locally responsive and accountable education service delivery.

Enhanced local coordination, governance and accountability: The integration of the Office of Education, Youth and Sport (OEYS) into 209 DMK administrations has enhanced local coordination, local leadership and accountability, ensuring that education officials and teaching staff receive timely technical and administrative support.

Improved local capacity and management: The application of technical guidelines and training

manuals has enabled DMKs to manage education functions more transparently, consistently, and effectively.

Enhanced local participation: Councils, school committees, and community members actively engage in school monitoring and support, fostering local ownership and responsiveness to education needs.

Enhanced local ownership and leadership: With the transfer of education functions, DMKs are better positioned to understand and address challenges, as well as more effectively respond to the needs of their citizens within their jurisdiction.

Key Process

Performance assessment: Supported MoEYS and NCDD-S in conducting the assessment and evaluation of the pilot on the transfer of education functions in Battambang province, serving as an evidence base for nationwide rollout.

Policy formulation: Provided technical assistance to MoEYS and NCDD-S in developing the Sub-Decree on the Transfer of Education Functions, which was subsequently submitted and approved for national implementation.



↑ Consultative workshop on technical guidelines on the transfer of education functions.

Technical advice and policy support: Provided technical guidance to MoEYS, NCDD-S and MoI (through NASLA) to finalise six (06) Technical Guidelines¹ on the transfer of education functions. The process also includes the organization of consultative workshops with relevant stakeholders to collect feedback and input for finalising the technical guidelines.

Capacity development: Assisted MoEYS, NCDD-S and MoI (through NASLA) in preparing training materials based on the six technical guidelines to ensure consistent understanding and application by sub-national officials.

Baseline study: Provided technical support to NCDD-S and MoEYS in designing and conducting a baseline survey on the implementation of education functions at DMK level prior to the full national transfer. In addition to serving as a basis for periodic outcomes measurements, the baseline helped assess readiness, identify capacity gaps, and determine resource needs. This essential data guided planning, informed training design, and supported phased implementation.

Sustainability

The ISD programme approach ensures the long-term sustainability of decentralized education management in Cambodia. The Sub-Decree No. 213 ANK.BK and the integration of Offices of Education, Youth and Sport (OEYS) into 209 DMK administrations ensure **institutional ownership** and continuity. Standardised technical guidelines, training materials, and baseline data enable consistent capacity development and performance monitoring through national systems. Strengthened local leadership, accountability, and community participation further reinforce behavioural change and local ownership. Sustained government commitment and resource allocation will be key to maintaining and scaling these achievements beyond ISD's phase-out.

1 Guidelines and Procedures for Implementing Education Functions Assigned and Delegated to Municipal, District, and Khan Administrations

Flip over for Khmer version
សម្រាប់ភាសាខ្មែរ សូមមើលនៅផ្នែកម្ខាងទៀត