

Kingdom of Cambodia

Nation King Religion



Seila Program

Supported by the

**UN/Donor Partnership for Local Governance
Project (PLG)**

Final Report

**Volume II:
Monitoring against Key Progress Indicators**

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INTRODUCTION

This annex gives an update of achievements and progress in Seila Program implementation for the period of program operation from the year 2001 till the end of year 2006 against a set of key indicators which was agreed with the PLG donors in March 15, 2003.

For each key indicator there is a short paragraph summarizing the current status. In this annex, only an aggregated picture for the Seila Program as a whole is given. For many key indicators, there is more detailed information with the province, and sometimes even the commune, as a basic data unit. Giving all this information for each key indicator would be overwhelming. The extra information is therefore limited to those key indicators for which it is feasible to give more detail in tables of one to two pages. More detailed information is available on request.

Objective : To institute decentralized and deconcentrated systems and strategies to manage sustainable local development

Description of key indicator	Means of verification (at national level)
1 Seila Program experience in decentralisation and deconcentration reflected in legal instruments	Laws, Prakas, Decrees, Sub-decrees, Guidelines, etc.

Throughout the life of the program, Seila and the PLG Project contributed to the formulation and revision of legal instruments related to decentralisation and deconcentration primarily through support to the NCSC, NCSC-member ministries and the Ministry of Interior's Department of Local Administration. In total, 150 legal documents were designed and developed with technical support from PLG which were put in use by the NCSC or NCSC member ministries through the support of the Seila program (see table A.1.a). In addition, seven sub-degrees/anukrets were signed by the Prime Minister. These legal instruments related to the following aspects of commune/sangkat governance: structures and functions; planning and socio-economic development; financial affairs; education, training and capacity building.

For most of the legal instruments mentioned in Table A.1.a and A.1.b, Seila/PLG provided the primary means of support while for others Seila/PLG was only one of the actors who assisted in the development of the legal instrument. Among these legal instruments, informal approval by NCSC sub-committees and/or MoI/DoLA related to NCSC annual training plans and individual training programs, manuals and materials are noted.

Table A.1.a reflects Seila/PLG support to NCSC formulation of the decentralized regulatory framework and Table A.1.b reflects Seila/PLG support to systems and regulations at provincial level in advance of the deconcentration reforms.

Table A.1.a: Seila/PLG support to NCSC formulation of decentralized regulatory framework within the program period (2001-2006)

No	Date	Number	Legal Instrument/Document
I. NCSC Sub-Committee: Structure and Functions of the Commune/Sangkat			
1	12/12/01	MoI/1306	Prakas: Recruitment of Focal Persons on Local Administration (POLA) in 17 provinces and municipalities
2	04/01/02	STF/004	Guideline: Responsibilities of CDCs during Transition Period before and after C/S Council elections
3	06/02/02	MoI/097	Prakas: Recruitment of Focal Persons on Local Administration (POLA) in seven additional provinces and municipalities
4	18/02/02	NCSC/003	Guideline on Preparation of First C/S Meeting
5	18/02/02	MoI/003	Guideline: C/S council taking office after the C/S first meeting
6	18/02/02	MoI/004	Guideline: C/S council internal rule
7	25/03/02	NCSC/22	Sub-decree: Decentralization of powers, functions and duties to C/S
8	18/04/02	NCSC/1884	Prakas: Delegation of Powers to Governors to support C/S
9	07/05/02	NCSC/1950	Prakas: Functions, Duties and Structures of DoLA
10	05/02/03	MoI/143	Instruction: C/S Annual Report Format 2002 and Monthly Report Format 2003
11	13/06/03	MoI/005	Guideline: Recruitment of C/S M&E focal person
12	22/07/03	MoI	Instruction: POLA reporting formats
13	06/01/04	MoI/002	Guideline: Appointment Focal Persons for Environmental Impact Assessment and Land Acquisition
14	06/01/04	MoI/004	Guideline: Recruitment Process for Additional POLA staff
15	23/04/04	MoI/005	Guideline: Establishment of C/S Committee for Women and Children
16	16/07/04	MoI/940	Prakas: Establishment and Functioning of the Provincial/Municipal Local Administration Unit (PLAU)
17	14/09/04	MoI/171	Decision: Revised C/S Annual Report Format and Monthly Report Format
18	21/10/04	MoI/001	Guideline: Implementation of Prakas MoI/940
19	11/11/04	MoI/100	Decision: Commune/Sangkat Monitoring and Evaluation Manual on Local Development
20	23/01/06	MoI/067	Guideline: Recruitment Provincial and District NERM focal persons
21	25/01/05	NCSC/002	Decision: Establishment of C/S Fund Accountability Working Group
22	02/02/06	NCSC/013	Circulation : to allow C/S in provision of monthly incentive for C/S women focal person
23	25/03/05	NCSC/013	Decision: Instruction related to C/S fund projects implementation and technical supports made by PRDC
24	06/06/05	MoI/028	Decision: Establishment of Provincial/Municipal C/S Fund Accountability Working Group
25	25/11/05	MoI/070	Decision: C/S administrative procedures
26	23/01/06	MoI/067	Instruction: Recruitment of NREM and Seth Komar focal persons

No	Date	Number	Legal Instrument/Document
II. NCSC Sub-Committee : Planning and Socio-Economic Development of the Commune/Sangkat			
1	07/02/02	MoI/MoP/98	Inter-Ministerial Prakas: C/S Development Planning
2	04/04/02	MoI/MoP/55	Inter-Ministerial Prakas: C/S Development Planning Guidelines
3	26/08/02	MoI/MoP/24	Inter-Ministerial Prakas to amend article 29 of Prakas 98
4	26/08/02	MoI/066	Prakas: 7 Province Support System for C/S Planning
5	09/09/02	MoP/146	Decision: District Integration Guideline
6	24/12/02	MoI/1327	Decision: Promulgation of the Commune/Sangkat Monitoring Spreadsheet 2003
7	27/07/03	MoP/150	Guideline: Preparation of commune/sangkat 3-year rolling investment program
8	27/07/03	MoP	Guideline: Facilitation of C/S 3-year rolling investment program
9	08/09/03	NCSC/087	Manual: C/S Implementation Guidelines
10	22/09/03	MoP/680	Guidelines for the District Integration Process for the year 2003
11	17/03/04	MoI/180	Decision: Revised Commune/Sangkat Monitoring Spreadsheet for 2004
12	01/04	NCSC	Hip Pocket Guide to C/S Fund Implementation
13	07/07/04	NCSC/069	Guideline: CIP Updating Process
14	23/11/04	MoP/002PK.S NN	Prakas: Guideline for the District Integration Process
15	Apr 2005	NCSC	Revised Manual: C/S Implementation Guidelines
16	20/05/05	NCSC	Decision: Promulgation of revised PIM manual version 2005
17	11/05/05	MWA/MoP	Guideline: Technical guideline for DFT/PFT on C/S 3-year rolling investment program
18	27/04/06	MoI/540	Instruction: CIP preparation for 2006
19	30/05/06	MoI/628	Instruction: District Data collection
20	30/08/06	MoI/007	Guideline: C/S internal evaluation
21	27/10/06	MoI/1371	Instruction: Preparation for C/S fund project implementation in 2007
22	15/11/06	MoI/1434	Instruction: 2006 carry-over C/S contract implementation
23	27/04/06	MoI/540	Instruction: CIP preparation for 2006
24	30/05/06	MoI/628	Instruction: District Data collection
25	30/08/06	MoI/007	Guideline: C/S internal evaluation
26	27/10/06	MoI/1371	Instruction: Preparation for C/S fund project implementation in 2007
27	15/11/06	MoI/1434	Instruction: 2006 carry-over C/S contract implementation

No	Date	Number	Legal Instrument/Document
III. NCSC Sub-Committee : Financial Affairs of the Commune/Sangkat			
1	25/02/02	GOV/16	Sub-Decree: Establishment on C/S Fund
2	02/04/02	GOV/15	Sub-Decree: C/S Financial Management System
3	10/04/02	MEF/250	Prakas: Establishment of Chart Account of C/S Budget
4	25/04/02	MEF/329	Prakas: C/S Budget Format and Classification
5	29/04/02	MEF/331	Prakas: Preparation and Implementation of C/S Budget
6	24/06/02	GOV/61	Sub-Decree: Allowance for CC members
7	24/06/02	GOV/62	Sub-Decree: Civic Registration Fee
8	27/06/02	MOI/618	Guideline: Appointment of C/S Petty Cash Manager/Revenue Collection
9	04/09/02	MOI/010	Prakas: CC allowance, C/S clerk allowance and Village chief allowance
10	18/09/02	MOI/011	Guideline: Conditions for receiving 3 rd transfer of C/S Fund
11	31/12/02	MEF/938	Prakas: C/S Payment and Accounting System
12	31/12/02	MEF/937	Prakas: C/S Procurement
13	27/02/03	MEF/137	Prakas: Modification of Accounting Forms/Budget/Chart of Accounts
14	28/03/03	MEF/172	Prakas: Amendment of C/S Procurement
15	25/07/03	NAA/057.03	Decision: Auditing of C/S Accounts and Operation
16	27/10/03	MEF/881	Prakas: Modification of Account Report Forms and Budget Classification.
17	24/11/03	NT/704	Guideline: C/S account closure
18	17/12/03	NT/744	Guideline: Filling of C/S budget and accounting Forms
19	03/02/04	MEF/	Prakas: 2004 C/S Fund Transfer Schedule
20	27/03/04	MOI/033	Guideline: Conditions for receiving transfer of C/S Fund
21	05/07/04	MEF/202	Prakas: Modification of Account Report Forms and Budget Classification
22	04/10/04	MOI/025	Guideline: Procedure to Select C/S Councilor to be C/S Fund Board Members
23	13/12/04	NT/701	Guideline: Accounting of C/S Fund Credit and Cash Transfer
24	03/02/05	GOV/11	Sub-Decree: National Budget Contribution to C/S Fund 2005-2007
25	03/02/05	MEF/393	Prakas: 2005 C/S Fund Cash Transfer Schedule
26	15/03/05	MEF/161	Prakas: Fiscal Obligation of Procurement
27	25/03/05	NT/498	Guideline: Accounting of Fiscal Obligation of C/S Procurement
28	27/04/05	MEF/	Prakas: Revised C/S Procurement
29	03/02/05	ANKR/11	Sub-Decree - Contribution of National Budget in to CS Fund 2005-2007

No	Date	Number	Legal Instrument/Document
30	03/02/05	MEF/393	Prakas: 2005 C/S Fund Cash Transfer Schedule
31	15/03/05	MEF/161	Instruction - Fiscal Obligation of Procurement
32	13/03/05	MEF/3370	Circulation - Tax exemption on CS Office Construction
33	22/03/05	MEF/181	Prakas: Agreement on use of Seila's Financial and Administration System
34	25/03/05	NT/498	Guideline: Accounting of Fiscal Obligation of C/S Procurement
35	31/03/05	MOI/397	Instruction - First credit transfer to CS (KHR 36,355,000,000)
36	27/04/05	MEF/	Prakas: Revised C/S Procurement
37	29/04/05	MEF/231	Prakas - Amendment of CS Procurement
38	18/05/05	MOI/625	Instruction - Second credit transfer to CS (KHR 4,164,300,000)
39	07/07/05	NT/MEF/1137	Circulation - Payment of CS allowance and contract work through Provincial Branch of National Bank of Cambodia
40	21/07/05	933MOI	Instruction - Third credit transfer to CS (KHR 21,152,000,000)
41	03/08/05	1850 TD/MEF	Circulation - The amendment on the instruction of Paten Tax Implementation
42	07/09/05	1270 MOI	Instruction - Fourth credit transfer to CS (KHR 4,428,700,000)
43	09/09/05	545MEF	Prakas - Put in use of budget amendment, budget narrative report and CS budget closing resolution formats and supporting documents for payment.
44	22/11/05	7059MEF	Circulation - 2006 CS Fund Allocation for Individual CS
45	02/02/06	NCSC/013	Instruction: Set up allowance for C/S women and children focal persons
IV. NCSC Sub-Committee : Capacity Building and Training			
1	14/02/02	MoI/110	Prakas: Selection of trainers for C/S Training
2	29/04/02	NCSC/053	Decision: Principles of Education, Training and Capacity Building
3	29/04/02	NCSC/054	Guideline: Process and Strategies for Training on Finance/Planning
4	03/02	NCSC	Training Manual/Material: C/S Orientation on Decentralization and Administration & Management
5	05/02	NCSC	Training Manual/Material: C/S Financial and Accounting System
6	06/02	NCSC	Training Manual/Material: C/S Development Plan Formulation
7	11/02	NCSC	Training Manual/Material: C/S Project Preparation
8	12/02	NCSC	2003 NCSC Training Plan
9	01/03	NCSC	Training Manual/Material: C/S Procurement/Contract Management
10	03/03	NCSC	Training Manual/Material: C/S Financial Management (Refresher)
11	04/03	NCSC	Training Manual/Material: Environmental Impact and Land Acquisition Study

No	Date	Number	Legal Instrument/Document
12	06/03	NCSC	Training Manual/Material: C/S Administration and Management
13	07/03	NCSC	Training Manual/Material: CIP Formulation
14	09/03	NCSC	Training Manual/Material: Highland people participation in C/S development planning
15	12/03	NCSC	Training Manual/Material: Facilitation Skills
16	12/03	NCSC	2004 NCSC Training Plan
17	02/04	NCSC	Manual : Hip-pocket and training guide on C/S Project Implementation Manual
18	03/04	MWA	Training Manual: Gender Mainstreaming for C/S Councils
20	03/04	MWA	Manual : Hip-pocket Guide for C/S Women/Children Focal Points
21	05/04	NCSC	Manual : Hip-pocket Guide for C/S M&E for local development
22	05/04	NCSC	Training Materials : C/S M&E for local development
23	08/04	NCSC	Training Manual/Materials: Civil Registration
24	09/04	NCSC	Manual : Hip-pocket Guide on C/S finance and training manual (new edition)
25	12/04	NCSC	2005 NCSC Training Plan
26	03/05	MoI	Targeted Training Methodology, Analysis and approval in 24 provinces
27	13/01/06	NCSC	Training material: Inter-C/S project implementation procedure
28	03/05	NCSC	Targeted Training Methodology, Analysis and approval in 24 provinces
29	20/05/05	NCSC	Training material: C/S Fund Project Implementation (PTM)
30	11/05	NCSC	Training material: C/S Administration procedures
31	11/05	NCSC	Training material: Good governance for C/S
32	08/05	NCSC	Training material: Pilot district programming
33	04/06	NCSC	CS NREM Project Selection and Preparation
34	05/06	NCSC	NREM Mainstreaming into CIP
35	05/06	MoI	CS Council Association
36	05/06	MoI	Village Chief Selection
37	06/06	NCSC	The Prevention of Domestic Violence and the Protection of Victims
38	07/06	NCSC	CS Actions on Education
39	07/06	NCSC	Community Health Improvement
40	08/06	MoI	New Clerk Training
41	09/06	MoI	CS Internal Evaluation
42	10/06	NCSC	Making Child's Rights A reality
43	10/06	NCSC	CS Actions on Child Protection

Table A.1.b: Seila Program experience in *deconcentration* reflected in legal instruments within the year 2006

No	Date	Number	Legal Instrument/Document
I. Provincial management structure			
1	28/06/01	RGC/57	Sub-Decree: Establishment and Operations of Seila Task Force
2	13/03/02	STF/48	Prakas: Establishment of PRDC Structure, Roles and Responsibilities in support to C/S Councils during the Transition Period
3	03/05/02	STF/89	Prakas: Expansion of Seila Program to 5 new provinces
4	03/05/02	STF/90	Prakas: Establishment of PRDC Structure, Roles and Responsibilities for 5 new provinces (KPS, KCH, KRT, SVG, PVH)
5	08/11/02	STF/292	Prakas: Establishment of Structure, Roles and Responsibilities of the P/MRDC
6	12/12/02	STF/334	Prakas: Rates for Monthly Salary Supplements for Provincial and District Officials
II. Provincial planning system			
1	09/09/02	MoP/146	Decision: District Integration Guideline
2	22/09/03	MoP/680	Technical guideline on District Integration Process
3	23/11/04	MoP/002PK. SNN	Prakas: Guideline for the District Integration Process

2 Systems for decentralized planning, budgeting, procurement, implementation, monitoring and reporting of C/S Fund are operational in all communes/sangkats	National level summary of commune monitoring spreadsheets, compiled by the provinces
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The Commune/Sangkat Monitoring Spreadsheet was developed and put in use by the department of local administration (DoLA) of the Ministry of Interior in 2003 by the decision issued by DoLA on 24 December, and annually revised. This spreadsheet is used to track key events that took place both at the commune and provincial levels, basically in the decentralization and deconcentration aspects, such as reporting, planning, finance and training. For each commune, the week in which a particular event occurred, or a certain phase was completed, is marked in a spreadsheet, which automatically generates a summary for the province as a whole. Updates of the spreadsheet should be sent monthly to DoLA in Phnom Penh, where a national spreadsheet aggregates the provincial data, and is to be done every quarter. There was an intention at the DoLA level to reflect the progress of these aspects of the spreadsheet with all relevant people and institutions, to see the progress, issues and challenges in implementation of the decentralized systems, but it has never been existed.

When looking at these spreadsheets, it is important to keep in mind that “absence of proof” is not “proof of absence”, i.e. some spreadsheets may give a bleaker picture of what really happened, because the occurrence of some events in the communes may have gone unrecorded.

For reporting, Tables A.2.a and A.2.b give the average number and percentage of communes/sangkats that have submitted their monthly and annual reports from 2003 till 2006, whilst Table A.2.c gives the timeline when these reports were submitted.

At least 79% of the C/S submitted annual reports for 2003, 2004, 2005 and 2006. According to the instruction No. 143 issued by the NCSC dated 05th February 2003 on the Commune/ Sangkat reporting system, that requires regular submission of report by each commune/sangkat to the provincial office of local administration, only 9 provinces/municipality, from 2003 to 2006, have fulfilled this compliance by 100%. Those provinces/municipalities include Banteay Meanchey, Kampong Speu, Kampong Thom, Kampot, Prey Veng, Siem Reap, Svay Rieng, Takeo and Pailin. The lowest-compliance provinces/municipalities is Sihanoukville with compliance rate 24%, then followed by Koh Kong with 25% and Kampong Cham with 39 compliance.

For the monthly reports, the tables show that in most provinces nearly all C/S submitted monthly reports. Most communes/sangkats within the 24 provinces/municipalities have prepared and submitted their monthly reports; from January to December, to PLAU. The highest complied provinces that have submitted their regular monthly reports are Prey Veng and Pursat with 98% of compliance, then followed by Kandal and Svay Rieng with 96% and 94% of compliance respectively. The lowest complied province is Kampong Cham with 24% of compliance. Table A.2.c also shows that most of the C/S managed to submit their monthly reports in the month following the reporting period, but there are C/S where the delay of submission can be several months. In addition to this, 43 communes submitted their January reports within the 1st, 2nd and 3rd weeks of the month, which is not logic. Moreover, 199 communes submitted such reports within the last week of the month. This might be of two main reasons; mistake of recording, and confusion of the reports (these January reports might be the December reports of the previous year, which are supposed to be submitted in January of the following month). This similar case also happens to the February reports.

Again, regarding the decentralized reporting system, in line with the development of the commune/sangkat reporting system, on 27 July 2003, MoI/DoLA also developed and issued the reporting systems and formats for the provincial local administration unit (PLAU). There are 3 formats for the report; one for monthly report for which the internal activities of the unit to be reported, quarterly report for which summarized commune/sangkat information from the 3 months and its own internal activities to be reported, and the last one is the annual report for which consolidated information of both commune/sangkat and the unit for the whole year is to be reported.

Through the assessment conducted by the DoLA Staff in the year 2005 indicated that there is not sufficient use of the commune/sangkat information reported through the established reporting system and format by the PLAU. This can be of the reasons that limited capacity of the unit, not clear information provided by the commune/sangkat and time constraints. In the assessment report, a batch of recommendations was proposed by the assessment team. Those include alignment of the PLAU report formats with the commune ones, more capacity building to both the unit staff and commune/sangkat clerk in quality report writing and preparation of a report writing instruction for the commune/sangkat.

After the instruction to fill in the report (for both monthly and annual report) was made and distributed by the PLAU, and oriented to all commune/Sangkat in November-December 2005, in overall the quality of the commune/sangkat reporting is better in term of its content and information, which can be useful for different purpose by other agencies, especially the provincial agencies.

Table A.2.a: Commune/Sangkat Reporting from 2003 till 2006
Number of communes/sangkats which submitted Monthly and Annual Reports to PLAU

NUMBER of Communes/Sangkats

Code	ACTIVITY	01 BMC	02 BAT	03 KPC	04 KCH	05 KSP	06 KPT	07 KAM	08 KDL	09 KKG	10 KRT	11 MKR	12 PNP	13 PVR	14 PVG	15 PUR	16 RAT	17 SRP	18 SHV	19 STG	20 SVR	21 TAK	22 OMC	23 KEP	24 PLN	Total	%
	No. of Communes / Sangkats	64	96	173	69	87	81	92	147	33	46	21	76	49	116	49	49	100	22	34	80	100	24	5	8	1,621	X
Submission of Annual C/S Council Report																											
A	Submission of Annual C/S Council Report	64	77	67	35	87	81	92	110	8	33	11	33	47	116	37	38	100	5	23	80	100	18	4	8	1,274	79
Submission of Monthly C/S Council Reports																											
12	December report submitted	48	27	55	67	65	61	92	110	28	44	21	43	34	87	37	15	75	7	14	88	25	17		8	1,045	64
1	January report submitted	61	83	80	69	87	81	91	147	30	46	21	76	48	116	49	42	100	16	33	80	100	24	4	8	1,491	92
2	February report submitted	60	81	95	69	87	81	91	147	29	45	21	76	48	118	49	41	100	13	33	80	100	24	3	8	1,486	92
3	March report submitted	60	79	69	69	87	81	88	147	30	44	20	76	48	116	49	44	100	13	34	80	100	23	3	8	1,466	90
4	April report submitted	62	77	69	69	87	81	90	147	28	43	20	76	48	116	49	43	100	13	33	80	100	24	4	8	1,482	90
5	May report submitted	60	67	63	69	87	81	88	147	25	41	21	76	46	116	49	35	100	13	33	80	75	22	2	8	1,403	87
6	June report submitted	60	59	52	69	87	81	79	147	24	40	21	68	46	116	49	33	100	13	33	80	75	21	2	8	1,359	84
7	July report submitted	59	48	59	69	87	74	86	147	21	39	20	65	43	116	49	33	100	18	32	80	75	17	2	8	1,346	83
8	August report submitted	56	44	36	69	87	81	83	147	17	36	19	64	39	118	49	33	100	15	32	80	75	18	2	8	1,303	80
9	September report submitted	51	25	14	69	85	81	72	147	15	32	13	64	33	116	49	33	100	12	28	79	75	17	1	6	1,195	74
10	October report submitted	32	21	2	69	44	61	72	147	12	31	10	64	26	116	49	31	100	12	25	60	50	16	1	3	1,052	65
11	November report submitted	32			17	44	44	61	110	6	16	9	43	26	110	49	5	50	10	12	60	25	15	3	2	746	40

Table A.2.b: Commune/Sangkat Reporting from 2003 till 2006
Percentage of communes/sangkats which submitted Monthly and Annual Reports to PLAU

PERCENTAGE of Communes/Sangkats

Code	ACTIVITY	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	%	
		BMC	BAT	KPC	KCH	KSP	KPT	KAM	KDL	KKG	KRT	MKR	PNP	PVR	PVG	PUR	RAT	SRP	SHV	STG	SVR	TAK	OMC	KEP	PLN		
No. of Communes / Sangkats		84	96	173	69	87	81	92	147	33	46	21	76	49	116	49	49	100	22	34	80	100	24	5	8	1,621	
Submission of Annual C/S Council Report																											
A	Submission of Annual C/S Council Report	100	80	39	50	100	100	100	75	25	72	50	44	96	100	75	78	100	24	67	100	100	75	70	100	79	
Submission of Monthly C/S Council Reports																											
12	December report submitted	75	28	32	97	75	75	100	75	83	95	100	56	70	75	76	31	75	31	40	85	25	69		100	64	
1	January report submitted	05	80	40	100	100	100	99	100	91	99	100	100	98	100	100	85	100	72	98	100	100	99	85	100	92	
2	February report submitted	93	84	55	100	100	100	99	100	89	97	100	100	98	100	100	84	100	58	98	100	100	98	55	100	92	
3	March report submitted	94	83	40	100	100	100	98	100	88	96	96	100	97	100	100	89	100	59	98	100	100	94	60	100	90	
4	April report submitted	96	80	40	100	100	100	98	100	77	92	95	100	97	100	100	88	100	57	96	100	100	100	70	100	90	
5	May report submitted	94	70	36	100	100	100	96	100	74	89	98	100	94	100	100	72	100	57	96	100	75	92	45	100	87	
6	June report submitted	94	61	30	100	100	100	96	100	73	87	99	89	93	100	100	66	100	59	96	100	76	86	35	94	84	
7	July report submitted	93	50	34	100	100	91	94	100	62	85	96	86	88	100	100	67	100	83	93	100	75	72	30	100	83	
8	August report submitted	87	46	21	100	100	100	90	100	50	78	89	84	79	100	100	67	100	88	93	100	75	73	40	100	80	
9	September report submitted	79	28	8	100	75	100	78	100	45	70	80	84	67	100	100	66	100	53	82	99	75	69	15	75	74	
10	October report submitted	50	21	1	100	50	75	78	100	36	67	48	84	57	100	100	62	100	56	72	75	50	67	15	34	85	
11	November report submitted	50			25	50	54	68	75	19	32	42	57	51	95	99	9	50	47	36	75	25	64	50	25	46	
		83	53	28	93	88	91	90	95	66	82	85	87	82	98	98	66	94	58	83	94	73	82	41	86		

Table A.2.c: Commune/Sangkat Reporting from 2003 till 2006
Timeline of communes/sangkat reporting (number of C/S which submitted reports)

NUMBER of Communes/Sangkats

Code	ACTIVITY	JAN				FEB				MAR				APR				MAY				JUN				JUL					
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4						
Submission of Annual C/S Council Report																															
A	Submission of Annual C/S Council Report	104	121	173	200	135	45	63	64	45	74	86	66	19	4	6	8	7	13	5	2	3	2	3	4	14	4	22	8		
Submission of Monthly C/S Council Reports																															
12	December report submitted	220	300	127	137	19	12	23	10	9	18	13	21	3	1	6	5	6	2	2	2	3	3	1	0	0	1	0	1		
1	January report submitted		5	15	23	169	205	306	170	60	36	113	78	62	33	16	9	17	14	13	7	6	7	9	8	14	2	6	6		
2	February report submitted					7	12	24	205	245	357	226	152	45	16	19	21	8	15	12	15	14	13	12	16	3	10	16	7		
3	March report submitted			0						4	7	27	248	307	226	206	142	63	36	43	35	23	13	15	25	3	4	3	4		
4	April report submitted											0	0	0	5	5	12	262	315	342	178	112	39	48	36	29	13	8	4	5	
5	May report submitted																		6	10	16	215	321	298	178	155	52	28	25	11	
6	June report submitted																													124	
7	July report submitted																		3	2											
8	August report submitted																														201
9	September report submitted																														
10	October report submitted																														
11	November report submitted																														

Code	ACTIVITY	AUG				SEP				OCT				NOV				DEC				TOTAL	%		
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
A	Submission of Annual C/S Council Report																								
	Submission of Annual CS Council Report																								
	Submission of Monthly C/S Council Reports																								
12	December report submitted		4	1		1	0						0					0	1	7	13	54	1,026	83	
1	January report submitted	4	6	3	1	2	0	1	1	2	1	1	1	1	1			1					1,485	92	
2	February report submitted	2	7	2	1	4	1	1	1	2	1	1	1	1	1	0	1	1					1,497	92	
3	March report submitted	3	7	5	2	4	1	2	1	2	0	1	1	1	1			1		0	1		1,466	90	
4	April report submitted	3	6	0	6	0	1	2	4	2	1	2	1	1	1			1	2	2	1	1	1,401	90	
5	May report submitted	10	10	7	0	11	2	3	0	0	1	1	1	1	1			1	3	3	1	3	1,407	87	
6	June report submitted	40	22	13	10	20	8	4	0	0	4	0	1	7	1	1	1	1	1	1	3	4	1,307	84	
7	July report submitted	270	443	151	107	49	16	10	21	18	5	11	2	4	2	2	2	1	1	1	2	3	1,347	83	
8	August report submitted	2	6	8	183	304	332	156	168	56	32	25	10	7	7	3	3	2	2	3	4	4	1,315	81	
9	September report submitted					3	10	7	162	251	360	201	121	40	16	6	17	3	1	2	6	6	1,208	74	
10	October report submitted								0	4	15	27	122	105	305	177	145	10	3	3	12	12	1,054	65	
11	November report submitted																2	4	6	105	277	134	96	781	48

For training, Table A.3.a gives the implementation of training events from 2003 to 2006 (by number of C/S); Table A.3.b gives the percentage of C/S by province who received the training; and Table A.3.c gives the timeline for the implementation of these trainings. Since the communes/sangkats councils took office after the election February 2002, the NCSC has developed and offered training plan every year with estimated budget cost about 800,000? US\$ which jointed-fund contribution from Seila/PLG, CCDP/ADB and DSP/UNDP.. The number of training topics was different from one year to another. 6, 12, 13 and 13 training topics planned within the NCSC annual training programme for the year 2003, 2004, 2005 and 2006 respectively. Some topics were repeated in two or three years. Other remained topics are under preparation, reviewing and testing of training material/curriculum. All these remained topics are considered to include in NCDD¹ training plan for 2007. Table A.3.d is a summary of TOT courses delivered and total number of participants who participated in 2006.

Several provinces also conducted trainings on their own initiatives, such as finance training in six provinces, women and children focal point training in six provinces, monitoring and evaluation on local development in the commune/Sangkat in 4 provinces, conflict resolution training in 2 provinces, and several other types of training which have been grouped under "Other". The latter group has not been displayed, as the subject of the training may differ from province to another.

¹ The new government institution, replacing the Inter-ministerial committee (IMC), the NCSC and the STF to manage the decentralization and deconcentration.

Table A.3.a: Commune/Sangkat Training from 2003 to 2006
Number of communes/sangkats which received training based on the NCSC training plan for 2003-2006

Code	ACTIVITY	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	Total	%	
	No. of Communes / Sangkats	64	96	173	69	87	81	92	147	33	46	21	76	49	116	49	49	100	22	34	80	100	24	5	8	1,621	X	
Administration (2003, 2004)																												
	Training of Trainers							1																		2	8.33	
A	CS Training							92														5				97	6	
Project Implementation (2004, 2005)																												
	Training of Trainers	2	2	2	2	2		1	2	1	2	2	2	2	2	1	1	2	1	2	2	2	2	1	2	40		
B	CS Training	128	192	346	136	174	162	184	294	66	92	42	162	98	232	98	98	200	44	67	160	200	48	10	16	3241	200	
Women and Children Focal Points (2004, 2005)																												
C	Focal Points Training	64			136	87					66	46	21		49	116	46		100	44		31		6	8	803	53	
Monitoring and Evaluation on Local Development (2003, 2004, 2005 AND 2006)																												
	Training of Trainers	1	2	1	1	1			2	1	2	2	1	1	2		1	1		1	2	1	1	1	1	26	X	
D	CS Training	128	268	346	136	174	162	184	294	99	138	42	76	98	348	98	98	100	100	44	68	240	200	25	5	16	3,409	210
Finance (2003, 2004 and 2005)																												
	Training of Trainers		2			1			2	2	2	3	2					1		1	1	1	1	1	1	20	X	
E	CS Training	64	192	173	69	174	81	92	147	95	92	62	304	49	116	49	49	100	66	34	160	106	51	5	16	2,348	145	
Local governance (2003, 2004 and 2005)																												
	Training of Trainers	1			1					1	1	1	1				1									7	X	
F	CS Training											21														21	1	
Conflict Resolution/Land Management (2004, 2006 and 2006)																												
	Training of Trainers									1	2												1			4	X	
G	CS Training									33													1			34	2	
Training and Facilitation Skills (2004)																												
	Training of Trainers	1	2	3	1	2					1	1	3	1	1		1	1		1	2	2		2	25	X		
H	CS Training																						1			1	0	
Environmental Impact and Land Acquisition (2004)																												
	Training of Trainers	1	1	1	1	1					1	1	1	1	1			1			1	1			1	13	X	
I	CS Training	84					87									49										200	12	

Table A.3.a: Commune/Sangkat Training from 2003 to 2006
Number of communes/sangkats which received training based on the NCSC training plan for 2003-2006

Code	ACTIVITY	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	Total	%
No. of Communes / Sangkats		BHQ	BAT	KPO	KQH	KPT	KAM	KDL	KKO	KRT	MKR	FNP	PVR	PVO	PUR	RAT	SRP	SHV	STO	BVR	TAK	OMG	KEP	PLN			
D&D Training to district and provincial authority (2004, 2006)																											
D&D Training to district and provincial authority																										1	1,621
Civil Registration (2004, 2006)																											
Training of Trainers		1	1	1	1	1	0	0	1	1	0	1	1	0	2	0	1	1	0	0	1	0	0	0	1	15	
J	CS Training	128	96	173	136	174	81	92	294	66	46	20	152	49	232	49	96	200	44	0	100	100	24	5	8	2,429	150
Gender Mainstreaming in CIP (2004)																											
Training of Trainers			0	0	1	1	0	0	1	1	0	0	1	0	1	0	1	1	0	0	0	0	0	0	1	9	
K	CS Training		0	0	0	0	0	0	147	33	0	0	76	0	116	0	49	100	22	0	80	0	0	0	8	787	49
Female Counsellors and Clerks (2006, 2008)																											
Training of Trainers		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1	
L	CS Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Highland People (2006)																											
Training of Trainers		0	0	0	0	1	1	0	0	0	1	1	0	0	0	1	1	0	0	1	0	0	0	0	0	7	
M	CS Training	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	
CS Association (2006)																											
N	CS Training	0	0	86	0	0	0	92	6	0	0	0	0	0	0	0	45	0	0	0	0	0	0	0	0	228	
LAU's Structure, roles and responsibilities (2006)																											
Training of Trainers		0	0	0	1	0	1	1	1	1	0	1	0	1	0	1	1	1	1	1	0	1	1	0	0	14	
TNA, Capacity Building, planning and budgeting (2006)																											
Training of Trainers		1	1	1	1	1	1	1	0	1	1	2	1	1	1	1	1	1	1	1	1	0	0	1	1	22	
Domestic Violence (2006)																											
Training of Trainers		0	0	0	0	0	0	0	1	0	0	1	0	0	1	0	0	0	0	0	1	0	0	0	1	5	
O	CS Training	0	96	0	0	0	5	0	147	0	46	21	76	49	116	0	49	0	22	0	80	0	0	5	8	720	
NREM Training (2006)																											
Training of Trainers		0	0	3	0	1	0	0	0	1	0	1	0	0	0	0	1	1	1	0	1	0	1	1	0	12	
P	CS Training	0	0	46	0	0	0	0	0	0	28	0	0	0	44	0	49	46	44	0	0	0	0	5	0	262	
Child Rights and Protection (2006)																											
Training of Trainers		1	1	1	0	0	0	0	0	0	0	0	0	0	1	0	0	1	0	0	0	0	1	0	0	6	
Q	CS Training	0	0	0	0	0	0	0	0	0	0	0	0	0	116	0	0	0	0	0	0	0	0	0	0	116	
Health and Education on Women and Children (2006)																											
Training of Trainers		1	1	1	1	0	0	0	1	1	1	1	1	1	1	0	1	1	1	0	1	0	1	0	1	16	
R	CS Training	0	0	0	89	0	0	0	13	46	21	76	49	116	0	0	100	0	0	80	0	24	0	8	8	902	
Planning Refresher Training (2003)																											
Training of Trainers		1	1	1	1	1	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0	1	21	
S	CS Training	64	96	173	69	87	81	92	147	33	46	21	76	49	116	49	49	100	22	34	80	100	24	5	8	1,621	

Table A.3.b: Commune/Sangkat Training from 2003-2006
Percentage of communes/sangkats which received training based on the NCSC training plan for 2003-2006

Code	ACTIVITY	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	%
No. of Communes / Sangkats		BMC	BAT	KPC	KSH	KST	KAM	KOL	KKG	KNT	KMR	KMP	KPR	PVO	PUR	RAT	SRP	SHV	STO	SVR	TAK	OMG	KEP	PLM		
Administration (2003, 2004)		04	06	173	06	07	01	02	147	33	48	21	76	49	116	49	48	100	22	34	60	100	24	5	8	1,821
A	CR Training								90													3				n
Project Implementation (2004, 2006)																										
B	CR Training		200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	200	197	200	200	200	200	53
Women and Children Post Points (2004, 2006)																										
C	Food Nets Training	100			200	100				200	100	100		100	100	99		100	200			39		103	120	210
Monitoring and Evaluation on Local Development (2003, 2004, 2006 AND 2008)																										
D	CR Training	200	200	200	200	200	200	200	200	200	200	200	100	200	200	200	200	200	200	200	200	200	200	200	200	149
Finance (2003, 2004 and 2006)																										
E	CR Training	100	200	100	100	200	100	100	200	200	200	200	400	100	100	100	100	100	100	300	100	200	100	213	100	200
Local Governance (2003, 2004 and 2006)																										0
F	CR Training											100														150
Conflict Resolution/Land Management (2004, 2006 and 2008)																										
G	CR Training								100														4			49
Training and Facilitation Skills (200)																										
H	CR Training																						4			
Environmental Impact and Land Acquisition (2004)																										
I	CR Training	100														100										
Civil Registration (2004, 2006)																										
J	CR Training	200	100	100	200	200	100	100	200	200	100	95	200	100	200	100	200	200	200	200	200	200	100	100	100	100
Gender Mainstreaming in CRP (2004)																										
K	CR Training				100	100			100	100			100		100		100	100	100	100						100
Female Counsellors and Clerks (2005, 2006)																										
L	CR Training																									
Highland People (2006)																										
M	CR Training						2																			
CRB Association (2006)																										
N	CR Training			49					100	4									48							
Domestic Violence (2006)																										
O	CR Training		100																							
NREDA Training (2006)																										
P	CR Training			27								61			38		100	46	200							100
Child Rights and Protection (2006)																										
Q	CR Training														100											
Health and Education on Women and Children (2006)																										
R	CR Training						100			39	100	100	100	100	100	100			100			100		100		100
Planning Refresher Training (2003)																										
S	CR Training	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

Table A.3.c: Commune/Sangkat Training from 2003-2006
Timeline of communes/sangkats which received training based on the NCSC training plan for 2003-2006

Code	ACTIVITY	JAN				FEB				MAR				APR				MAY				JUN			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
TRAINING OF COMMUNITARIANS WHO RECEIVED TRAINING FROM C/S AND C/S TRAINING																									
Administration (2003, 2004)																									
A	C/S Training																								5
Project Implementation (2004, 2005)																									
B	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Women and Children Focal Points (2004, 2005)																									
C	Focal Point Training	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Monitoring and Evaluation on Local Development (2003, 2004, 2005 AND 2006)																									
D	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Finance (2003, 2004 and 2005)																									
E	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Local governance (2003, 2004 and 2005)																									
F	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Conflict Resolution/Land Management (2004, 2005 and 2006)																									
G	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Training and Facilitation Skills (2004)																									
H	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Environmental Impact and Land Acquisition (2004)																									
I	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Civil Registration (2004, 2005)																									
J	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Gender Mainstreaming in CIP (2004)																									
K	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Female Counsellors and Clerks (2004, 2005)																									
L	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Highland People (2005)																									
M	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
C/S Association (2005)																									
N	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Domestic Violence (2005)																									
O	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NREM Training (2005)																									
P	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Child Rights and Protection (2005)																									
Q	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Health and Education on Women and Children (2005)																									
R	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Planning Refresher Training (2005)																									
S	C/S Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Table A.3.c: Commune/Sangkat Training from 2003-2006

[illegible]

Table A.3.d: TOT Courses provided by NCSC/DoLA in 2006
Total number of the participants and cooperating institutions by courses

2005 NCSC Training Plan: TOT Courses Delivered				
No.	Training of Trainers Courses	Cooperating Institutions	Trainees	
			No	Prov
1	C/S project implementation.	MRD/MEF	95	24
2	Highland people and participation	STFS/MRD	84	8
3	Civil registration	General Adm. Department	128	24
4	LAU Structure	General Adm. Department	130	24
5	C/S Administration	General Adm. Department	88	24
6	C/S Good Governance		88	24
7	C/S association	DSP/UNDP		

For planning, Table A.4.a gives the number of C/S which submitted their CDP to the governor, the number that received their Commune Profile, and how many implemented the various steps of the commune development planning process from year 2003 to year 2006. Table A.4.b provides similar information, but now calculated as the percentage of the C/S in the province. Table A.5.c gives the timeline of implementation.

For the provinces for which the data on submission of the C/S development plan to the provincial governor is available, the compliance rate is 88 %. As there have been C/S Fund disbursements in all provinces, and as the submission of the C/S Investment Program and annual budget is a pre-condition for access to the Fund, the absence of information for certain provinces indicates a lack of recording of the event in the monitoring spreadsheet, not that the C/S in these provinces did not submit their CIP. The timeline shows that the submission of the CIP to the governors was not compliance at all, ranging from January to August. In addition to this, there were 18 communes submitted their CIP to the provincial/municipal governors through the PLAU in December. There might be two different interpretations for this. First is that those 18 communes submitted their CIP, but they confused to record them in the spreadsheet of the previous year. Actually, this event should be recorded in the spreadsheet of the next year, and secondly it means that those 18 communes haven't submitted their CIP on time.

For the provinces for which there is data on receipt of the commune profile by the C/S, 1339 C/S, equally to 83% of the total commune/sangkat reported having received it for the period of 4 years (2003-2006). Here again, the non-recording of an event which did happen is the most likely reason for not reaching a 100 % for this event. The distribution of the commune profile to the C/S is concentrated in the period April to mid-June, just prior to the start of the planning process. Some provinces also recorded receipt of the C/S profile in March, but the timing seems to point to submission of the C/S village databooks, rather than the receipt of the C/S profiles.

For the implementation of the planning process for the 4 years (2003-2006), the tables show that in most provinces all C/S went through the different steps, starting in May-Nov for step 1 to step 7 (the monitoring worksheet shows the completion of the step, not its start).

For finance, Tables A.5.a to c which follow the planning tables, give the national summary of events related to commune finance, and reporting on commune finances from the year 2003 to 2006, where the tracking data is available.

Table A.4.a: Commune/Sangkat Planning from 2003-2006

Number of communes/sangkats which submitted their CDP, received the Commune Profile, and implemented the planning process steps

NUMBER of Communes/Sangkats

Code	ACTIVITY	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	Total	%
	BMC BAT	64	98	173	69	87	81	92	147	33	46	21	76	49	116	49	49	100	22	34	80	100	24	5	8	1,021	
Submission of CDP / CIP (2003-2006)																											
A	Submission of CDP/CIP to Governor, through POLA	128	384	602	207	261	243	308	441	99	138	63	228	100	404	190	190	400	88	130	240	400	72	20	32	1,423	88%
Commune Profile (2003-2006)																											
B	Receipt of Commune Profile (2003-2006) by CIP	128	288	692	276	348	243	368	441	132	138	63	152	196	464	196	196	400	88	68	240	200	96	10	24	1,362	84%
Review of CDP, and formulation of CIP (2003-2006)																											
1	Step 1: Profile Assessment	256	288	519	276	348	324	366	588	132	184	42	305	196	464	196	196	400	88	136	320	300	72	15	32	1,511	93%
2	Step 2: Village Needs Prioritization	256	288	519	276	348	324	366	588	132	184	63	381	196	464	147	196	400	66	136	320	300	72	15	32	1,517	94%
3	Step 3: Commune Needs Prioritization	256	288	602	276	348	324	366	588	132	183	63	304	196	464	147	196	400	88	136	320	300	72	15	32	1,547	95%
4	Step 4: Commune Framework	256	288	692	276	348	324	366	588	132	184	63	304	196	464	147	196	400	88	136	320	300	72	15	32	1,547	95%
5	Step 5: Project Strategies	256	288	692	276	348	324	366	588	132	184	63	304	196	464	147	196	400	88	136	320	300	72	15	32	1,541	95%
6	Step 6: Revenue forecast	150	288	573	258	280	324	364	588	132	184	63	304	147	348	147	98	400	88	136	320	300	72	15	32	1,403	87%
7	Step 7: Draft Project Allocation	256	288	692	276	348	324	366	588	132	184	65	304	196	464	196	196	400	88	136	320	300	72	15	24	1,558	96%
8	Step 8: District Integration Workshop	220	288	692	207	261	243	368	588	126	140	63	304	196	464	196	147	400	88	102	320	200	72	15	24	1,431	88%
9	Step 9: Final Project Allocation	128	96	692	276	261	243	269	441	99	138	63	304	147	348	146	98	276	66	34	320	200	72	15	8	1,185	73%
10	Step 10: Final Plan/Budget	128	96	519	273	261	81	217	417	99	92	63	304	148	348	147	98	264	46	34	160	200	72	15	8	1,020	63%
11	Step 11: Plan/Budget Endorsement	128	96	519	276	261	162	270	441	91	92	63	162	146	232	49	98	293	88	34	160	100	72	15	10	964	59%

Table A.4.c: Commune/Sangkat Planning from 2003-2006
Timeline of communes/sangkats which submitted their CDP, received the Commune Profile, and implemented the planning process steps
NUMBER of Communes/Sangkats

Code	ACTIVITY	JAN				FEB				MAR				APR				MAY				JUN					
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4		
Submission of GDP / CIP (2003-2006)																											
A	Submission of GDP/CIP to Governor, through POLA	207	128	48	139	107	129	120	99	73	60	92	54	28	10	19	15	2	3							16	28
Commune Profile (2003-2006)																											
B	Receipt of Commune Profile (2003-2006) b)	7	8	6	15	2	16	2	1	7	12	29	31	8	48	42	90	34	84	57	128	28	237	109	81		
Review of CDP, and formulation of CIP (2003-2006)																											
1	Step 1: Profile Assessment				0							21	12					38	2	9	11	72	160	103	136		
2	Step 2: Village Needs/Prioritization																		19	1	2	8	68	71	56		
3	Step 3: Commune Needs/Prioritization																				19	3	12	53	52		
4	Step 4: Commune Framework																					2	5	41	50		
5	Step 5: Project Strategies																						3	11	45		
6	Step 6: Revenue forecast																							2	7	22	
7	Step 7: Draft Project Allocation																							2	7	10	
8	Step 8: District Integration Workshop																									1	
9	Step 9: Final Project Allocation																										
10	Step 10: Final Plan/Budget	6	12																								
11	Step 11: Plan/Budget Endorsement	11	34	52	85	31	57	69	84	42	12	70	79	64	37	31	25	1	2	20	20	6					

Code	ACTIVITY	JUL				AUG				SEP				OCT				NOV				DEC				
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
Submission of GDP / CIP (2003-2006)																										
A	Submission of GDP/CIP to Governor, through POLA								9																	
Commune Profile (2003-2006)																										
B	Receipt of Commune Profile (2003-2006) b)	10	161	53	1	9				22	8															
Review of CDP, and formulation of CIP (2003-2006)																										
1	Step 1: Profile Assessment	207	82	108	151	58	22	6	4	58	63	177	43	32	4	0										
2	Step 2: Village Needs/Prioritization	21	100	34	32	44	42	17	4	4	305	419	378	69	22	1										
3	Step 3: Commune Needs/Prioritization	71	68	78	23	32	60	33	19	0	30	398	197	338	133	17	6	3								
4	Step 4: Commune Framework	58	57	110	47	27	53	44	26	0	10	73	440	231	289	56	9	3	2							
5	Step 5: Project Strategies	64	48	114	68	13	41	49	56	7	0	61	232	280	302	155	67	4	1	5	9	6				
6	Step 6: Revenue forecast	50	34	51	112	35	9	17	42	4	47	89	182	283	117	28	47	66	40	98	43	11	1			
7	Step 7: Draft Project Allocation	34	30	70	134	68	44	44	73	10	48	89	238	255	232	192	28	34	13							
8	Step 8: District Integration Workshop	8	3	5								0		28	40	87	252	140	335	498	224	6				
9	Step 9: Final Project Allocation																									
10	Step 10: Final Plan/Budget																	9	94	198	152	225	196	127	8	
11	Step 11: Plan/Budget Endorsement	1	1	0														9	94	198	152	225	196	127	8	

Table A.5.a: Commune/Sangkat Finances from 2003 to 2006
Number of communes/sangkats which received financial statements from the Treasury, and submitted budget and budget revisions
NUMBER of Communes/Sangkats

Code	ACTIVITY	No. of Communes / Sangkats																								Total	%
		01 BMC	02 DIAT	03 KPC	04 KCH	05 KSP	06 KPT	07 KAM	08 KDL	09 KKG	10 KRT	11 MKR	12 PNP	13 PVR	14 PVG	15 PUR	16 RAT	17 SRP	18 SHV	19 STO	20 SVR	21 TAK	22 OMC	23 KEP	24 PLN		
End of Fiscal Year reporting		04	01	173	00	07	01	02	147	33	40	21	70	40	110	40	40	100	22	34	80	100	24	0	0	1,021	X
Receipt of end of year Revenue and Expenditures Statement from the Provincial Treasury		256	266	002	276	348	324	366	436	70	184	63	304	194	464	106	106	300	88	102	320	400	72	15	32	1407	02
Submission of annual C/S Budget																											
B	Submission of approved annual C/S Budget to Governor	256	288	692	207	348	324	368	436	132	184	63	304	196	464	147	147	400	88	136	320	400	72	20	32	1506	93
C	Submission of approved annual C/S Budget Amendment to Governor		96	245	69	174	81	26			54	19		102	193	8	14	112	4	14	160		68			360	22
Receipt of C/S Fund transfers in the Province																											
	Upto 50% of C/S Fund Transfer received	40	69	84	74	78	64	75	94	74	74	88	74	74	64	73	79	74	84	84	70	86	74	106	67		
	Upto 80% of C/S Fund Transfer received	87	132	126	125	125	59	142	131	122	141	120	145	126	123	126	122	122	139	149	122	63	109	138	140		
	Upto 100% of C/S Fund Transfer received	163	181	160	194	95	100	192	193	179	199	100	203	186	190	88	164	194	194	194	166	83	200	100	85	5	21
Receipt of monthly Revenues and Expenditures statements (from Provincial Treasury)																											
12	December Financial Statement received	192	375	525	207	281	324	276	441	33	138	42	228	138	348	98	101	300	22	102	240	300	72	10	24	4797	298
1	January Financial Statement received	256	371	366	140	87	324	276	441	70	138	63	228	49	232	147	147	300	84	102	240	200	24	10	17	4312	266
2	February Financial Statement received	256	371	435	148	87	324	276	441	72	138	63	228	63	348	53	147	300	85	102	281	200	24	10	27	4459	275
3	March Financial Statement received	256	384	692	276	281	324	368	588	90	184	63	228	149	464	147	147	400	88	102	320	400	48	10	32	6021	371
4	April Financial Statement received	256	384	695	276	348	324	368	588	72	184	84	304	184	484	198	182	400	88	102	320	400	48	20	32	6309	389
5	May Financial Statement received	256	288	692	276	348	324	368	588	24	164	84	304	185	484	198	198	400	88	102	320	328	48	20	32	6116	377
6	June Financial Statement received	256	192	692	276	348	324	368	588	38	184	84	304	185	464	196	196	400	88	102	320	300	72	15	32	6024	372
7	July Financial Statement received	256	192	692	276	348	324	368	588	21	184	84	304	186	464	196	196	400	88	102	320	300	72	15	32	5990	370
8	August Financial Statement received	256	192	692	276	348	324	368	588	6	184	84	304	138	464	196	190	400	88	102	320	300	72	15	31	5938	366
9	September Financial Statement received	256	192	692	276	281	324	368	588		184	84	304	142	464	196	147	400	86	102	320	300	48	15	31	5782	357
10	October Financial Statement received	192	96	346	276	261	243	368	441		138	42	304	144	464	196	148	300	88	86	266	197	48	15	19	4650	287
11	November Financial Statement received	128			138	174	162	184	441		92		152	88	348	147	49	300	86		160		48	5		2682	165

Table A.S.b: Commune/Sangkat Finances from 2003 to 2006
Percentage of communes/sangkats which received financial statements from the Treasury, and submitted budget and budget revisions

PERCENTAGE of Communes/Sangkats

Code	ACTIVITY	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	%
	BMC	BAT	KPC	KCH	KSP	KPT	KAM	KDL	KKG	KRT	MKR	PNP	PVR	PVG	PUR	RAT	SRP	SHV	STG	SVR	TAK	OMC	KEP	PLN		
No. of Communes / Sangkats																									1,621	
End of Fiscal Year 2006 reporting																										
A	Receipt of end of year 2005 Revenue and Expenditures Statement from the Provincial Treasury																									
		100	76	100	100	100	100	100	74	63	100	76	100	99	100	100	75	100	76	100	100	75	76	100	23	
Submission of C/S Budget 2006																										
B	Submission of approved C/S Budget for 2006 to Governor																									
		100	76	100	76	100	100	100	74	100	100	75	100	100	100	76	75	100	100	100	100	75	100	100	23	
C	Submission of approved C/S Budget Amendment for 2006 to Governor																									
		25	35	25	25	50	25	7			29	23	52	42	4	7	28	5	10	50		71			6	
Receipt of C/S Fund transfers in the Province																										
	Upto 50% of C/S Fund Transfer received	20	35	42	37	39	32	38	47	37	37	44	37	37	32	37	40	37	42	42	35	43	37	53	34	
	Upto 80% of C/S Fund Transfer received	44	66	63	63	62	30	71	66	61	71	60	73	63	62	63	61	61	70	75	61	32	55	69	70	
	Upto 100% of C/S Fund Transfer received	82	91	80	97	48	50	96	97	89	95	50	102	93	95	44	82	97	97	95	83	42	100	50	42	
Receipt of monthly Revenues and Expenditures statements (from Provincial Treasury)																										
12	December Financial Statement received	75	98	76	75	75	100	75	75	25	75	50	75	70	75	50	52	75	25	75	75	75	50	75	74	
1	January 2006 Financial Statement received	100	97	53	51	25	100	75	75	53	75	75	75	25	50	75	75	75	95	75	75	50	25	50	67	
2	February 2006 Financial Statement received	100	97	63	54	25	100	75	75	55	75	75	75	32	75	27	75	75	97	75	82	50	25	50	89	
3	March 2006 Financial Statement received	100	100	100	100	75	100	100	100	66	100	75	75	76	100	75	75	100	100	75	100	100	50	50	93	
4	April 2006 Financial Statement received	100	100	96	100	100	100	100	100	55	100	100	100	94	100	100	93	100	100	75	100	100	50	100	87	
5	May 2006 Financial Statement received	100	75	100	100	100	100	100	100	18	100	100	100	94	100	100	100	100	100	75	100	82	50	100	94	
6	June 2006 Financial Statement received	100	50	100	100	100	100	100	100	29	100	100	100	94	100	100	100	100	100	75	100	75	75	100	93	
7	July 2006 Financial Statement received	100	50	100	100	100	100	100	100	16	100	100	100	86	100	100	100	100	100	75	100	75	75	100	92	
8	August 2006 Financial Statement received	100	50	100	100	100	100	100	100	5	100	100	100	70	100	100	97	100	100	75	100	75	75	97	92	
9	September 2006 Financial Statement received	100	50	100	100	75	100	100	100		100	100	100	72	100	100	75	100	100	75	100	75	50	75	89	
10	October 2006 Financial Statement received	75	25	50	100	75	75	100	75		75	50	100	73	100	100	76	75	100	50	80	49	50	75	72	
11	November 2006 Financial Statement received	50			50	50	50	50	75		50		45	75	75	25	25	75	75	50		50	25		41	

Table A.5.c: Commune/Sangkat Finances from 2003 to 2006

Timeline of communes/sangkats which received financial statements from the Treasury, and submitted budget and budget revisions

NUMBER of Communes/Sangkats

Code	ACTIVITY	JAN				FEB				MAR				APR				MAY				JUN			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
A	End of Fiscal Year Reporting																								
	Receipt of end of year Revenue and Expenditure Statement from the Provincial Treasury	802	798	801	811	66	448	62	260	322	39	143	320	10	12			2		16					
	Submission of C/S Budget																								
B	Submission of approved C/S Budget for to Governor	49	16	36	93	113	365	459	412	302	187	626	615	173	30	138	314	29	124	1	77	20	15	6	2
C	Submission of approved C/S Budget Amendment for to Governor				22		30	11	1			6		96				69	2	24	23	1	0		11
Receipt of monthly Revenues and Expenditures statements (from Provincial Treasury)																									
12	December Financial Statement received	542	766	362	625	628	90	356	26	11	3	9	11	4				9							0
1	January 2006 Financial Statement received	5	11	6	79	502	621	365	178	711	138	36	136	96			147	39	2	40		1	1		2
2	February 2006 Financial Statement received			36	102	64	11	12	68	605	813	279	187	346	208	28	169	9	115	6	17	6	2		2
3	March 2006 Financial Statement received							69		67	13	105	131	411	851	189	333	660	416	402	193	179	213	39	14
4	April 2006 Financial Statement received										29	62	47	94	9	7	61	410	1324	332	263	616	420	271	286
5	May 2006 Financial Statement received																71	12	12	63	822	864	397	480	
6	June 2006 Financial Statement received																				76	14	66	81	
7	July 2006 Financial Statement received																								2
8	August 2006 Financial Statement received																								
9	September 2006 Financial Statement received																								
10	October 2006 Financial Statement received																								
11	November 2006 Financial Statement received																								
Submission of C/S Budget																									
B	Submission of approved C/S Budget for to Governor	1																							
C	Submission of approved C/S Budget Amendment for to Governor	7	8	115	141	21	8	25	81	15	21	8	181	4		5		11	4	3	29			0	249
Receipt of monthly Revenues and Expenditures statements (from Provincial Treasury)																									
12	December Financial Statement received																								
1	January 2006 Financial Statement received																								
2	February 2006 Financial Statement received																								
3	March 2006 Financial Statement received																								
4	April 2006 Financial Statement received	179	7	13	21	103																			
5	May 2006 Financial Statement received	230	724	245	457	22	7	97	16	17	2	1	1	1	4	1	2	2	0	0					
6	June 2006 Financial Statement received	369	1016	524	86	842	670	209	188	30	22	12	2	6	8	6	6	1	0	3					
7	July 2006 Financial Statement received	140	155	9	11	339	1161	479	376	357	459	234	288	178	17	12	9	5	1	1	2	1	0		
8	August 2006 Financial Statement received			69	10	129	88	14	4	292	1264	347	359	235	884	197	112	189	10	5	1	3	0		
9	September 2006 Financial Statement received			69					69	70	89	12	19	330	1177	498	303	392	331	513	225	2	3	0	
10	October 2006 Financial Statement received												84	84		142	18	27	79	1046	597	200	239	264	212
11	November 2006 Financial Statement received																60	68	155	4	6	140	925	205	442
TOTAL																									
A	End of Fiscal Year Reporting																								
	Receipt of end of year Revenue and Expenditure Statement from the Provincial Treasury				79																				1,038
	Submission of C/S Budget																								
B	Submission of approved C/S Budget for to Governor	1																							1,034
C	Submission of approved C/S Budget Amendment for to Governor	7	8	115	141	21	8	25	81	15	21	8	181	4		5		11	4	3	29			0	249
Receipt of monthly Revenues and Expenditures statements (from Provincial Treasury)																									
12	December Financial Statement received																								
1	January 2006 Financial Statement received																								
2	February 2006 Financial Statement received																								
3	March 2006 Financial Statement received																								
4	April 2006 Financial Statement received	179	7	13	21	103																			
5	May 2006 Financial Statement received	230	724	245	457	22	7	97	16	17	2	1	1	1	4	1	2	2	0	0					
6	June 2006 Financial Statement received	369	1016	524	86	842	670	209	188	30	22	12	2	6	8	6	6	1	0	3					
7	July 2006 Financial Statement received	140	155	9	11	339	1161	479	376	357	459	234	288	178	17	12	9	5	1	1	2	1	0		
8	August 2006 Financial Statement received			69	10	129	88	14	4	292	1264	347	359	235	884	197	112	189	10	5	1	3	0		
9	September 2006 Financial Statement received			69					69	70	89	12	19	330	1177	498	303	392	331	513	225	2	3	0	
10	October 2006 Financial Statement received												84	84		142	18	27	79	1046	597	200	239	264	212
11	November 2006 Financial Statement received																60	68	155	4	6	140	925	205	442
TOTAL																									

3 Systems and structures in support of decentralized planning, budgeting, contracting, implementation and reporting are operational in all provinces	Reports from ministries on implementation of decentralisation, and reports from provinces
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The status of operationalisation of the systems and structures in support of decentralization can be summarized as follows:

Planning and budgeting: In general, the C/S development planning system appears to have been implemented in all C/S, as all C/S go through the key steps in the development planning process, i.e. all C/S take part in the DIWs, and all C/S submit an annual budget. The Tables A.4.a to c above provides information on the implementation of the commune development planning steps. This indicates broad compliance with the planning regulation, but it does not indicate what the *quality* of the implementation is. It may well be that in many C/S several steps of the planning process get implemented rather mechanistically, with minimal considerations for the process or for the ensuing product. Such minimal compliance is understandable considering that the planning regulation was only put in place in 2002, and that the C/S Councils and the PBCs have received relatively little training in development planning, which is after all a rather complex subject matter. The C/S Councils and the PBCs receive support from district and provincial facilitators, but they themselves have not received much capacity building in the subject.

Contracting and implementation: Contracting and implementation follow the project implementation manual (PIM). The first version of the PIM was introduced in 2003 and the experience of the first two years implementation was taken into account in production of a revised version for use from 2005. The review was undertaken by an inter-ministerial working group led by MoI-DoLA and with support from PLG. The revised document was approved by the NCSC on May 20, 2005. In addition to this, NCSC also has an intention to review the PIM so as to further improve its effectiveness and efficiency, but this might be possibly done in early 2007. To strengthen the effectiveness and accountability in utilization of C/S fund, besides the revision of C/F project implementation procedures to be more transparent and strengthening the C/S project monitoring and evaluation system, in late 2005 NCSC issued its Decision on the Establishment of Provincial/Municipal C/S-Fund Accountability Working Group to ensure the transparent, accountable and effective use and implementation of C/S Funds. This decision was developed through close cooperation and support of Seila/PLG in organizing many consultative meetings at National and Provincial levels to collect feedbacks and recommendations for formulation of draft decision. The decision was finalized and approved by NCSC in June 2005, and the establishment of both provincial and commune working group are on the process. Up to February 2006, the C/S-Fund Accountability Working Group has been established at all provinces/municipalities. The internal rule of each working group has been developed. A numbers of accountabilities boxes have been made and placed in all commune/Sangkat offices and all district centers to collect complaints/information on misuse of C/S fund. At the moment, all Provincial/Municipal C/S-Fund Accountability Working Groups are under functioning according to their internal rules and follow the NCSC decision.

The improvement of involvement and participation of district/khan with local development process is a new challenge for DoLA/MoI. In July 2005, DoLA/MoI has set up a team to study on the option to improve roles and responsibilities of district/khan. In July-August, with support of Seila/PLG this team conducted the study/research in 11 districts of 4 provinces. As the result of this study, a set of options for improvement of role and responsibility of District/Khan have been prepared. Based on these options recommended by the study team, the guideline on pilot District/Khan programming has been developed. The District pilot programme focuses on

enhancing the role and capacity at District/Khan level related to governance and coordination of local development.

The national workshop to start up implementation of this pilot programme has been organized in Sept 2005 with participation of 65 participants from 24 provinces. Twenty four targeted districts have been selected for implementation of this pilot programme. The processes to identify district priority were undertaken through district meetings with participation from C/S chief, district technical office officials and other concerned staff. The hundreds of district prioritized projects (both infrastructure and services projects) were submitted to ExCom for review and approval in the end of year 2005. The approval district projects have been implemented since 2006.

Reporting : Reporting on decentralization happens through different channels. There is first of all reporting by the C/S themselves, through their monthly and annual reports. Table A.2.b indicates that, with a few exceptions, most provinces achieve a 100 % compliance rate for the submission of monthly report. The department of local administration (DoLA/MoI) conducted an assessment of the reporting of the Commune/Sangkat, and the Provincial Local Administration Unit (PLAU) in June 2005, and found that the quality of the filled reports needs to be improved, since some parts of the reports left blank, with reasons of no information, and lack of understanding on the report format itself. Based on this, the instruction on how to fill in the commune/Sangkat reports has been developed, and promulgated since July 2005 to help the commune/Sangkat to find and fill in the right information, which can be useful for relevant stakeholders, especially at the provincial level.

There is little information on internal government systems of monitoring and reporting. A reporting system was developed in 2003 for monthly, quarterly and annual reporting by PLAUs to DoLA, but it is not well operational, since there are a lot of reports to be produced per requested by different institutions, and also their capacity to consolidate and use the information provided by the commune/Sangkat reports. There is an urgent need to harmonize reporting system of PLAU so as to reduce reporting workload, which need to be done by the national level.

There are 3 different databases to store and manage commune/Sangkat and provincial contracts. For the commune/Sangkat contracts, there are two different databases, such as CDPD and PID. Another database is SCD for the provincial contracts (both GOV contract and sub-contracts).

- **Commune Development Planning Database (CDPD).** This database holds all the priorities, about 187,320, which have been forwarded by the C/S for consideration in the DIWs, as well information on the Temporary Agreements (TAs) about 174,750 that have been signed between the C/S and various supporters from the year 2002 to 2006. Out of this amount, 62,287 were responsive to the commune's priorities and other 112,463 were provided or proposed by the supporters, which was equal to about 50% of the total TAs. In overall, the supports provided to commune's priorities were about 33% from the year 2002-2006.
- **Project Information Database (PID).** This database holds data on the projects, contracts and outputs that are implemented by the C/S with their CSF development allocation. From the year 2003 to 2006, the database provides information on 9,543 contracts in 1,621 C/S. 5,882 contracts have been implemented (some were completed and some not) in 1,621 communes/sangkats.
- **Seila Contracts Database (SCD).** This database has the data on the contracts that are signed between the PRDC ExCom and its management units and the provincial line departments between 2001 to 2006 of 2,117, and between the PRDC ExCom and STFS of 193. This database does not hold STFS-Ministry contracts. There are 63

contracts had been signed between the STF and its member ministries for the same period with budget committed of \$2,542,322 and disbursement rate was 68%.

A major source of information on provincial and district support to decentralization are the PRDC ExCom quarterly and annual reports, which deal with the support provided through the ExCom Units. While focusing more on the level of inputs and activities, and less on outcomes or impact, these reports do provide a systematic overview on progress being achieved against the annual workplan and budget.

The Ministry of Agriculture, Forestry and Fishery Seila Working Group (MAFF SWG) have been contracted with STFS since April 2001 till 2006. There are three main outputs (1) training and capacity building; (2) farmer cooperative and (3) monitoring and evaluation. In the progress MAFF SGW have been reviewed and agreed the TOR with regular meeting and performing in MAFF by exchanged the experiences from the Ministry and projects to Provincial Department of Agriculture. The MAFF SWG has good performing in coordination between MAFF Project Support Unit (PSU).

The SWG conducted the training to provincial and district staff on planning process and data collection and analysis, as testing the training to statistic officers on data entry and sorting. These data entering are getting from the results of previous training that provided to Provincial Department of Agriculture staff on data collection and problem census. This is the based information for mainstreaming agriculture planning in commune planning process and sharing their experiences/lesson learned to all provinces. The monitoring and evaluation training has provided to PDAs staff for improving their capacity to follow up and checking the progress including the reporting system and report formats. Especially, SWG provided Training of Trainers for Farmer Promoter and refresher training; this is included the sharing Agricultural Development Support to Seila (ADESS) and Rural Poverty Reduction Project (RPRP) experiences though information system and workshop.

For farmer cooperatives, SWG provided technical and theory assistance to provincial; district staff and project beneficiaries as legalize the transformation of maturity farmer group into cooperatives. The SWG disseminated of Royal Degree and guideline booklet on cooperative preparation and formulation. The SWG seek the lesson learned and experiences from projects, specially focus on selection criteria of farmer groups that eligible to become farmer cooperative including their role and responsibility; structure in charge of policy, implementation and work plan. The main things assist all stakeholders to start organize cooperative in contribution the national policy on decentralization and deconcentration.

The follow up mission of SWG is find out the problems and solved the solution with dissemination of national policy and drawing lesson learned from Agricultural Development Support to Seila (ADESS) and Rural Poverty Reduction Project (RPRP) projects.

In summary, the SWG arranged the national workshop/forum related the Seila master plan, agriculture in LPP and attended the Seila National Workshop for effectively implementation and improvement of policy and regulation for decentralization, de-concentration and poverty alleviation. The main activities is backstopping to Provincial Department of Agriculture (PDA) in term of Seila concept, structure and systems. For agricultural support the SWG have been assisted PDA in agriculture data collection and problem census in order to contribute to agricultural formulation project under World Bank and IFAD. The SWG disseminated the National Policy/Sub-Decree on farmer association with farmer group organization. MAFF SWG also extended the Rectangular Strategy, village and commune selection through Vulnerable Analysis Mapping (VAM), Agro-Ecosystem Analysis (AEA) and selection criteria of poor farmers; extension on group formation for finding the credit and strengthening to be maturity group and becoming the cooperatives.

Ministry of Rural Development Seila Working Group supports decentralisation through three main areas of activity: training, support coordination and backstopping of Provincial Technical Support Units; monitoring activities including regular monitoring of C/S Fund implementation, monitoring of PDRD PIF activities and special studies, and support to various Ministry level activities that strengthen decentralization. In 2005, there were 2 main related training provided MRD Seila working group and PLG; one on standard cost estimation on C/S fund projects, and another one on basic technical course to new recruited TSOs. There was also another workshop to present findings of the water supply and road study in 4 provinces that used the CS Fund 2003 and 2004. By the study we found that some of wells dug in the wet season do not work in the dry season (not enough water), even the water point committees were organized at beginning of the project but was not active after construction concluded. In addition to this, through the field monitoring visit, there were also a lot of comments made by commune councilors and contractors that in order to have effective and efficient project implementation, the CS projects, especially the infrastructure ones should be implemented or constructed during dry season. This comment should be well and seriously considered by the national level.

For the other ministries which are part of the NCSC (such as MEF and MoP), if there are already systems in place for monitoring and supervise how their provincial departments provide support for decentralisation, the manner in which they operate is not well documented yet. Most of the monitoring of the national level ministries still appears to be done on an *ad hoc* basis.

4 Annual increase of demand responsiveness from Temporary Agreements to priorities identified in the C/S Development Plans	National level summary of district integration results, compiled by the provinces
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The results of district integration workshop (DIW) were summarized immediately after the DIW from the year 2002 to 2006. The results were called Temporary Agreement (TA), for which those supporters had to further discuss with the supported communes on how to best proceed with the implementation. The summarized results of the DIW from the year 2002 to 2006 were displayed in the table A.6 below. The results of the district integration workshops for the year 2002 toward 2006 are given in table A.6, which have been compiled from the data provided by the provinces shortly after the DIWs. Table A.7.1 gives comparison of the district integration workshop's results by year of all 24 provinces. And the Table A.7.2 then gives the comparison by province for a period of 5 years (2002, 2003, 2004, 2005 and 2006).

The table A.6 shows that for the whole period of 6 years, for the country as a whole, the demand responsiveness to the priorities in the commune development plans was 33 % of the total number of project priorities proposed by commune of about 187,320, while the total supports provided to communes were 93%. The percentage responsiveness to C/S priority requests is determined by several factors : the total number of C/S requests, the total number of TAs, and the ratio of "inside DPAM" vs. "outside DPAM" for the TAs. DPAM is the matrix to consolidate only the high priorities raised by Commune/Sangkat of the district/khan through the local planning process, even the nature of the project was the same. This might be of the project standard name generated from the Commune Development Plan Database (CDPD). In addition to this, it has been noticed that KEP is the province that got the highest percentage, about 85%, of responsiveness to the commune priorities, and then followed by Phnom Penh with percentage of 80%. The provinces that got the lowest percentage of responsiveness are Koh Kong and Preah Vihear with 14% and 18% respectively.

In the Table A.7.1 shows that the year 2004 was the year with an increased commune priorities, worth of 19% increased compared to the one in 2003. In year 2006, there was an increase of 9% compared to the one in year 2005 of which 4% decreased compared to the year 2004. In addition to this, it is noticed that year 2003 was the year with the highest responsiveness percentage of 34% against the total commune's priorities, then followed by the year 2002, 2004, 2005 and 2006 with the responsiveness of 30%, 28%, 27% and 25% respectively.

What cannot be determined from the quantitative data is the *quality* or *appropriateness* of the C/S priority requests to support local development, and whether the line departments and NGOs could have give more support to the C/S priority requests, instead of following their own needs assessment. To get a better insight in this question, it would need a study of the unmet C/S priority requests, and their comparison with the type of activities that the line departments and NGOs/IOs choose to support instead.

Year	Commune priorities (in thousands of US\$)	Line departments and NGOs support (in thousands of US\$)
2002	10.0	3.4
2003	11.0	3.7
2004	13.1	3.8
2005	12.4	3.4
2006	13.5	3.3

The table shows that the commune priorities have increased from 2002 to 2006, with a peak in 2004. The line departments and NGOs support has also increased from 2002 to 2006, with a peak in 2004. The commune priorities are generally higher than the line departments and NGOs support, except in 2005 and 2006 where the support is slightly higher than the priorities.

The table also shows that the commune priorities are generally higher than the line departments and NGOs support, except in 2005 and 2006 where the support is slightly higher than the priorities. This indicates that the commune priorities are generally higher than the line departments and NGOs support, except in 2005 and 2006 where the support is slightly higher than the priorities.

Table A.5: Comparison of DNH's Results by province for 6 years (2002-2006)

GIS	Province	No. of Com.	Total TA signed in 2003-2006	Projects Implemented in 2003-2006			2002-2006 Commune Priorities by Component										2002-2006 Temporary Agreements (TA) signed								% Supported Commune Proposals
				Non Implemented 2004 TA	2004		Economic	2002-2006 Commune Priorities by Component				Department		HCO/DO		Private donor		Total		Grand Total	% Supports Commune				
					With TA	Without TA		Social	NREM	Admin/ Security	Gender	Total	Inside DPAM	Outside DPAM	Inside DPAM	Outside DPAM	Inside DPAM	Outside DPAM							
1	Banteay Meanchey	64	7,945	2,016	4,288	1,302	5,590	3,003	3,300	806	1,185	1,090	9,394	1,426	2,551	1,242	4,233	0	2	2,668	6,760	9,428	101%	28%	
2	Battambang	96	13,511	1,828	13,404	4,274	17,678	10,631	10,115	3,044	5,131	4,027	32,948	3,604	2,210	5,513	5,511	0	0	9,117	7,721	16,838	51%	28%	
3	Kampong Cham	173	11,109	2,845	7,663	4,423	12,066	7,094	4,759	1,741	2,248	2,046	17,898	5,608	6,068	971	2,130	0	4	6,569	8,222	14,791	83%	37%	
4	Kampong Chhnang	69	5,240	1,375	3,457	1,508	4,965	1,601	1,142	457	643	615	4,358	732	1,441	914	3,318	0	0	1,648	4,759	6,405	147%	38%	
5	Kampong Speu	87	10,551	2,937	6,360	2,246	8,606	3,860	3,082	1,349	1,438	1,182	10,821	2,866	4,723	1,844	3,171	0	0	4,799	7,894	12,693	116%	44%	
6	Kampong Thom	81	4,627	1,067	3,560	857	4,417	2,991	2,399	796	884	1,608	8,746	1,721	2,942	774	1,206	2	3	2,497	4,231	6,728	77%	29%	
7	Kampot	92	4,145	1,039	3,108	1,005	4,171	2,728	2,341	723	1,200	1,174	8,164	1,408	2,301	738	1,414	0	0	2,143	3,715	5,858	72%	28%	
8	Kandal	147	6,546	2,228	3,483	1,087	4,570	3,489	2,727	1,399	1,711	1,508	10,824	2,778	4,784	771	2,081	7	4	3,554	8,649	10,403	96%	33%	
9	Koh Kong	33	1,924	603	1,122	848	1,780	1,014	688	432	398	358	2,878	277	778	119	415	1	13	397	1,204	1,601	66%	14%	
10	Krati	46	3,558	948	2,365	776	3,141	1,988	1,292	1,028	821	680	5,818	1,122	1,101	372	1,770	0	0	1,494	2,871	4,365	75%	25%	
11	Monduliri	21	1,021	292	508	432	940	886	574	245	274	283	2,382	443	482	138	270	0	0	581	752	1,333	56%	25%	
12	Phnom Penh	76	8,481	2,610	5,587	1,174	6,761	945	1,700	771	1,556	1,006	5,978	3,857	5,452	886	1,250	35	56	4,778	6,758	11,536	103%	80%	
13	Preah Vihear	40	2,944	747	2,044	811	2,855	1,781	1,522	473	477	452	4,705	678	1,588	154	1,237	0	0	830	2,895	3,835	77%	18%	
14	Prey Veng	116	9,355	1,932	6,475	1,428	7,903	3,302	2,647	828	1,077	1,005	8,866	1,268	2,238	1,161	5,182	0	3	2,419	11,423	13,842	156%	27%	
15	Pursat	49	5,651	705	4,946	787	5,743	2,058	1,424	914	1,118	775	6,289	1,251	2,332	900	2,485	0	0	2,250	4,817	7,067	121%	36%	
16	Ratanak	49	2,785	336	1,391	1,360	2,721	949	860	530	418	387	3,232	717	1,787	134	1,263	12	0	863	3,040	3,903	121%	27%	
17	Siem Reap	100	7,081	1,228	5,832	1,295	7,127	3,354	2,437	1,066	1,297	1,122	8,308	1,839	3,796	876	1,837	0	0	2,814	6,332	9,146	88%	30%	
18	Shamoutville	22	2,490	422	1,897	318	2,183	947	1,121	597	676	597	3,728	1,645	1,851	349	420	0	0	1,884	2,371	4,255	114%	51%	
19	Siem Reap	34	5,736	3,056	2,681	512	3,193	2,149	2,450	902	1,037	968	7,408	827	2,018	813	2,824	0	0	1,740	4,542	6,282	85%	23%	
20	Svay Rieng	80	7,289	2,301	4,311	318	4,887	3,412	3,018	978	1,217	1,348	5,991	3,885	4,734	348	773	0	0	3,813	5,907	9,720	94%	30%	
21	Takeo	100	7,445	553	5,981	1,261	7,022	2,718	1,957	882	949	883	7,386	1,887	3,140	921	2,786	6	280	2,814	6,190	9,010	122%	38%	
22	Oddar Meanchey	24	3,003	1,091	1,061	991	2,042	1,061	1,474	253	341	354	4,083	763	1,898	310	673	0	0	1,103	2,638	3,742	92%	27%	
23	Kep	5	835	320	461	57	518	307	281	134	148	128	978	771	277	65	28	0	0	838	305	1,141	117%	85%	
24	Paen	8	1,571	614	896	319	1,215	326	342	103	201	124	1,068	330	946	164	459	74	322	568	1,724	2,292	209%	52%	
TOTAL		1,621	134,823	33,096	92,509	29,355	121,864	63,232	53,680	29,471	28,341	23,596	187,326	41,465	65,583	29,885	48,213	137	867	62,287	112,483	174,750			

Table A.7.1: Comparison of DIW Results by year (2002 to 2006)

Year	Total of C/S priorities	Increase/ decrease	Signed TAs			Increase/ Decrease	% supported Commune Proposals
			Total		Grand Total		
			Inside DPAM	Outside DPAM			
2006	47,194	9%	11,839	25,295	37,134	5%	25%
2005	43,317	-4%	11,889	23,552	35,441	-6%	27%
2004	45,135	19%	12,592	25,017	37,609	15%	28%
2003	37,936	-9%	12,887	19,844	32,731	8%	34%
2002	41,754		12,404	17,963	30,367		30%
Total	187,329		51,611	111,671	173,282		33%

Table A.7.2: Comparison of DIW Results from the year 2002 to 2006

GIS	Province	No. of C/S	Year	Total of C/S priorities	Increase/ decrease	Signed TAs			Increase/ Decrease	% supported Commune Proposals
						Total		Grand Total		
						Inside DPAM	Outside DPAM			
1	Banteay Meanchey	64	2006	2,527	10%	394	1,064	1458	51%	16%
			2005	2,297	-10%	156	808	964	-64%	7%
			2004	2,550	27%	650	2,042	2692	53%	25%
			2003	2,010	73%	649	1105	1754	7%	32%
			2002	1,165		305	1,334	1639		26%
2	Battambang	96	2006	5,079	5%	2,286	1,054	3340	2%	45%
			2005	4,855	-1%	1,627	1,643	3270	-9%	34%
			2004	4,913	12%	2,098	1,509	3607	5%	43%
			2003	4,383	42%	2,350	1,094	3444	8%	54%
			2002	3,079		756	2,421	3177		25%
3	Kampong Cham	173	2006	4,527	11%	1,186	2,262	3448	4%	26%
			2005	4,073	-11%	1,293	2,029	3322	2%	32%
			2004	4,568	-3%	1,235	2,030	3265	35%	27%
			2003	4,720	-1%	1,454	958	2412	3%	31%
			2002	4,744		1,401	943	2344		30%
4	Kampong Chhnang	69	2006	1,172	4%	330	953	1283	4%	28%
			2005	1,122	2%	388	845	1233	-24%	35%
			2004	1,096	13%	422	1205	1627	34%	39%
			2003	968	-48%	251	964	1215	16%	26%
			2002	1,872		255	792	1047		14%
5	Kampong Speu	87	2006	2,591	-21%	971	1389	2360	-4%	37%
			2005	3,271	37%	1058	1412	2470	-7%	32%
			2004	2,395	-10%	684	1961	2645	3%	29%
			2003	2,664	1%	828	1742	2570	-3%	31%
			2002	2,635		1,258	1,390	2648		48%
6	Kampong Thom	81	2006	2,354	8%	580	978	1558	-2%	25%
			2005	2,175	21%	506	1091	1597	20%	23%
			2004	1,795	-26%	430	901	1331	-24%	24%
			2003	2,422	75%	654	1086	1740	247%	27%
			2002	1,381		327	175	502		24%
7	Kampot	92	2006	2,180	27%	256	1083	1339	-19%	12%
			2005	1,718	-42%	306	1343	1649	12%	18%
			2004	2,981	132%	601	877	1478	45%	20%
			2003	1,285	-45%	720	298	1018	172%	56%
			2002	2,322		260	114	374		11%
8	Kandal	147	2006	2,704	0%	256	1083	1339	3%	9%
			2005	2,708	-3%	402	900	1302	-45%	15%
			2004	2,804	8%	774	1578	2352	-1%	28%
			2003	2,608	-22%	756	1614	2370	-6%	29%
			2002	3,336		1,204	1,315	2519		36%
9	Koh Kong	33	2006	739	-1%	68	313	381	-28%	9%
			2005	743	-1%	142	389	531	163%	19%
			2004	752	17%	53	149	202	-18%	7%
			2003	642	-2%	61	185	246	2%	10%
			2002	655		73	168	241		11%

Table A.7.2: Comparison of DIW Results from the year 2002 to 2006

GIS	Province	No. of C/S	Year	Total of C/S priorities	Increase/ decrease	Signed TAs			Increase/ Decrease	% supported Commune Proposals
						Total		Grand Total		
						Inside DPAM	Outside DPAM			
10	Kratie	46	2006	1,641	13%	200	668	868	-5%	12%
			2005	1,454	-11%	301	608	909	-10%	21%
			2004	1,634	50%	461	548	1009	25%	28%
			2003	1,090	23%	293	514	807	5%	27%
			2002	887		239	533	772		27%
11	Mondolkiri	21	2006	621	-5%	117	238	355	8%	19%
			2005	654	11%	152	176	328	26%	23%
			2004	587	17%	124	137	261	54%	21%
			2003	500	24%	88	81	169	-23%	18%
			2002	402		100	120	220		25%
12	Phnom Pneh	76	2006	1,617	13%	859	1524	2383	-1%	53%
			2005	1,436	-23%	837	1575	2412	36%	58%
			2004	1,854	73%	709	1071	1780	-15%	38%
			2003	1,071	-73%	664	1442	2106	-26%	62%
			2002	3,902		1,709	1,146	2855		44%
13	Preah Vihear	49	2006	1,261	15%	189	515	704	-27%	15%
			2005	1,097	-13%	156	808	964	52%	14%
			2004	1,265	17%	120	515	635	41%	9%
			2003	1,082	38%	126	324	450	-49%	12%
			2002	783		239	643	882		31%
14	Prey Veng	116	2006	2,033	-2%	208	4773	4981	56%	10%
			2005	2,088	-18%	457	2735	3192	24%	22%
			2004	2,513	12%	433	2145	2578	56%	17%
			2003	2,245	11%	585	1085	1650	15%	25%
			2002	2,029		756	685	1441		37%
15	Pursat	49	2006	2,143	15%	378	676	1054	-36%	18%
			2005	1,862	26%	490	1154	1644	14%	26%
			2004	1,472	81%	464	980	1444	16%	32%
			2003	812	-38%	396	846	1242	-26%	49%
			2002	1,303		522	1,161	1683		40%
16	Ratanakiri	49	2006	1,437	305%	207	624	831	235%	14%
			2005	355	-50%	83	165	248	-74%	23%
			2004	717	-1%	170	793	963	-3%	24%
			2003	723	-37%	161	828	989	13%	22%
			2002	1,140		242	630	872		21%
17	Siem Reap	100	2006	2,447	4%	409	921	1330	0%	17%
			2005	2,359	-7%	524	803	1327	-25%	22%
			2004	2,548	31%	524	1247	1771	-7%	21%
			2003	1,952	-41%	586	1319	1905	5%	30%
			2002	3,282		771	1,042	1813		23%
18	Sihanoukville	22	2006	871	6%	433	504	937	-18%	50%
			2005	821	-41%	474	671	1145	23%	58%
			2004	1,381	108%	394	539	933	16%	29%
			2003	665	29%	345	456	801	78%	52%
			2002	516		248	201	449		48%
19	Stung Treng	34	2006	3,344	101%	477	985	1462	58%	14%
			2005	1,667	19%	405	521	926	-33%	24%
			2004	1,405	42%	468	906	1374	19%	33%
			2003	990	131%	194	963	1157	-15%	20%
			2002	428		196	1,167	1363		46%
20	Svay Rieng	80	2006	2,775	3%	1211	1183	2394	-9%	44%
			2005	2,706	15%	1113	1526	2639	52%	41%
			2004	2,348	9%	528	1209	1737	2%	22%
			2003	2,162	24%	687	1008	1695	77%	32%
			2002	1,749		374	581	955		21%
21	Takeo	100	2006	1,810	-4%	476	1322	1798	-20%	26%
			2005	1,878	-6%	598	1638	2236	24%	32%
			2004	2,000	19%	701	1105	1806	-7%	35%
			2003	1,680	-23%	559	1382	1941	58%	33%
			2002	2,182		480	749	1229		22%
22	Otdar Meanchey	24	2006	833	-42%	68	749	817	26%	8%
			2005	1,448	38%	113	533	646	-39%	8%
			2004	1,053	43%	262	794	1056	86%	25%
			2003	736	-44%	283	285	568	-13%	38%
			2002	1,317		377	278	655		29%
23	Kep	5	2006	255	-22%	241	59	300	57%	95%
			2005	327	106%	191	0	191	-29%	58%
			2004	159	-31%	138	131	269	82%	87%
			2003	231	-15%	95	53	148	-36%	41%
			2002	271		171	62	233		63%
24	Pailin	8	2006	233	4%	39	375	414	40%	17%
			2005	223	-35%	117	179	296	-63%	52%
			2004	345	17%	149	645	794	138%	43%
			2003	295	-21%	122	212	334	-26%	41%
			2002	374		141	313	454		38%
Total			1,621 5 years	187,320		62,287	112,463	174,750		33%

5	Increase in number of Temporary Agreements signed by departments and NGOs with communes at District Integration Workshops	National level summary of district integration results, compiled by the provinces
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The evolution in the numbers of temporary agreements over the last 6 years is given in Table A.8.
Table A.8: Temporary Agreements between 2002-2006

Table A.8								
Year	Line Departments		NGOs/los		Others		Total	
	# of TAs	% of Change	# of TAs	% of Change	# of TAs	% of Change	# of TAs	% of Change
2006	22,309	1.55%	15,042	4.52%	304	985.71%	37,655	3.48%
2005	21,969	2.12%	14,391	-7.89%	28	-94.07%	36,388	-3.25%
2004	21,513	-0.47%	15,624	40.54%	472		37,609	14.90%
2003	21,614	10.03%	11,117	3.66%	0		32,731	7.78%
2002	19,643		10,724		0		30,367	
Total	107,048		66,898		804		174,750	

The table shows that there is an overall increase in the number of TAs signed in 2006 (3.48%) with the communes, since that this consists of a small increase in the number of TAs signed by the line departments (1.55%), and by the NGOs and IOs (4.52%). An increase in the number of TAs signed by the line departments may well depend on either an increase in the overall PIF, or by participation of some departments in the local planning process to observe the commune priority identification, or stronger signals from the central offices of the ministries to the provincial line departments that they should become more engaged in the district integration process and sign agreements with the C/S for the support they will provide.

6	Increase in number of women in leadership positions at commune and provincial level	National level summary of women commune councilors and Planning and Budgeting Committee members
		Summary of women in management structure at national and provincial levels

On 3 February 2002, at the election of the commune councils, 10,310 men and 954 women (9 % of the total) were elected as councilors. Later in the same year, Planning and Budgeting Committees (PBCs) were established in the C/S as advisory committees, in line with the inter-ministerial Prakas on the C/S development planning, and its amendment of article 29 of the said Prakas. The Prakas and its amendment stipulated that in communes and sangkats which had Village Development Committees that were established in line with the official structure, the two village representatives in the PBC should be a man and a woman.

There have been some changes of councilors and PBC members, because of deaths and resignations. The data on the gender composition of the councils, as of end of December 2006, is given in Table A.9. The update on PBC membership in 2006 is available in the table A.10.

Table A.9: C/S Council membership and changes in membership – 2006

GIS	Provinces	No. of C/S Councilors (Chief, Deputies and members)										Changes in C/S Council Membership											
		Chiefs				Deputies		Members		Total		Resigned				Chief		Deputies		Members		Total	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F
01	Banteay Meanchey	64	0	124	4	285	27	473	31	504	39	8	4	0	8	1	27	7	39	8			
02	Battambang	93	3	171	21	382	74	646	98	744	35	5	1	0	15	1	19	4	35	5			
03	Kampong Cham	170	3	332	14	729	87	1,231	104	1,335	97	12	9	0	25	1	63	11	97	12			
04	Kampong Chhnang	65	4	136	2	186	22	387	28	415	9	1	2	0	2	0	4	2	8	2			
05	Kampong Speu	85	2	172	2	310	34	567	38	605	34	0	1	0	16	1	13	3	30	4			
06	Kampong Thom	81	0	160	2	303	29	544	31	575	22	0	2	0	7	0	13	0	22	0			
07	Kampot	92	0	180	4	235	31	507	35	542	1	0	0	0	0	0	1	0	1	0			
08	Kandal	143	4	270	24	565	55	978	83	1,061	40	1	6	1	11	0	20	3	37	4			
09	Koh Kong	33	0	63	3	72	16	168	19	187	18	1	2	0	4	1	9	2	15	3			
10	Kralle	46	0	88	4	126	16	260	20	280	4	0	2	0	1	0	1	0	4	0			
11	Monduliri	21	0	19	2	51	12	91	14	105	5	1	2	0	0	0	3	1	5	1			
12	Phnom Penh	68	8	140	12	330	94	538	114	652	110	18	3	1	34	1	73	16	110	18			
13	Preah Vihear	48	1	95	3	137	33	280	37	317	7	0	0	1	2	1	1	2	3	4			
14	Prey Veng	116	0	229	3	477	61	822	64	886	69	2	4	0	16	0	49	2	69	2			
15	Pursat	48	1	48	1	198	43	294	45	339	16	4	4	0	1	0	11	4	16	4			
16	Rattanakiri	49	0	89	9	85	19	223	28	251	21	3	3	0	8	1	10	2	21	3			
17	Siem Reap	97	3	191	9	302	66	590	78	668	22	0	2	0	7	1	12	0	21	1			
18	Sihanouk Ville	20	2	21	1	95	5	136	8	144	7	1	2		2		2	2	6	2			
19	Steung Treng	34	0	65	3	63	11	162	14	176	6	0	1	0	2	1	2	0	5	1			
20	Svay Rieng	76	4	156	4	209	67	441	75	516	3		2		2		17	2	17	2			
21	Takeo	99	1	198	2	405	29	702	32	734	29	1	4	0	11	0	14	1	29	1			
22	Oldar Meanchey	24	0	45	3	72	6	141	9	150	7	1	0	0	1	0	5	2	8	2			
23	Kep	5		9	1	12	4	26	5	31	1	0	0	0	1	0	0	0	1	0			
24	Pailin	8	0	16	0	14	6	38	6	44	0	1	1	0	3	0	2	0	6	0			
TOTAL		1,585	36	3,017	133	5,643	847	10,245	1,016	11,261	602	60	57	3	179	16	371	86	603	79			
% of women		2%		4%		13%		9%		9%		5%		5%		5%		15%		12%			

Table A.10: Planning and Budgeting Committee (PBC) Membership as of 2006

GIS	Provinces	# of Councilors	# of Villages	# of PBC members			Composition of PBCs (# of people)						Female % of total PBC members
				Male	Female	Total	C/S Council		Village reps.		Others		
							Male	Female	Male	Female	Male	Female	
01	Banteay Meanchey	504	635	925	665	1,590	168	24	635	635	122	6	41.82%
02	Battambang	744	741	1,406	836	2,242	298	86	1,020	742	88	8	37.29%
03	Kampong Cham	1,335	1,758	3,149	1,736	4,885	640	147	2,129	1,584	380	104	35.54%
04	Kampong Chhnang	415	563	999	634	1,633	255	25	606	571	138	38	38.82%
05	Kampong Speu	605	1,358	2,061	1,369	3,430	354	18	1,421	1,294	286	57	39.91%
06	Kampong Thom	568	725	1,451	589	2,040	309	12	1,037	571	74	6	28.87%
07	Kampot	542	482	1,396	347	1,743	391	25	920	283	85	39	19.91%
08	Kandal	1,061	1,087	2,539	793	3,332	578	30	1,830	749	131	14	23.80%
09	Koh Kong	187	133	352	183	535	119	13	133	133	100	37	34.21%
10	Kratie	280	251	656	233	889	183	11	428	221	45	1	26.21%
11	Mondul Kiri	105	90	291	66	357	72	14	131	19	88	33	18.49%
12	Phnom Penh	938	671	1,484	431	1,915	285	51	997	305	202	75	22.51%
13	Prea Vihear	317	208	676	213	788	184	17	352	188	30	10	27.03%
14	Prey Veng	886	1,137	1,787	1,299	3,086	421	43	1,137	1,137	364	119	42.09%
15	Pursat	339	542	869	551	1,420	179	27	563	479	127	45	38.80%
16	Rattanak Kiri	251	240	577	290	867	184	15	246	237	162	38	33.45%
17	Slem Reap	688	915	1,613	923	2,536	338	35	991	797	284	91	36.40%
18	Sihanoukville	144	94	254	99	353	81	4	115	73	58	22	28.05%
19	Steung Treng	176	128	406	90	496	126	10	212	46	68	34	18.15%
20	Svay Rieng	516	680	1,774	653	2,427	295	49	1,200	419	279	314	26.91%
21	Takeo	734	1,116	1,764	1,142	2,906	390	10	1,116	1,116	258	16	39.30%
22	Oddar Meanchey	150	231	474	134	608	138	12	334	122	0	0	22.04%
23	Kep	31	16	75	18	93	18	2	52	16	5	0	19.35%
24	Pailin	44	79	134	84	218	27	5	85	77	22	2	38.53%
TOTAL		11,540	13,890	27,011	13,378	40,389	6,033	685	17,690	11,792	3,405	1,108	33.12%
% of women					33%		10%		40%		25%		

7	National budget resources allocated to the Commune Fund	Ministry of Economy and Finance decision on RGC contribution to the Commune/Sangkat Fund
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Base on the sub-decree # 11 on the contribution of national budget into CS Fund, the level of recurrent domestic revenue allocated to CS Fund in 2006 was set at 2.54%, an increase of 0.02% compared to 2005. Based on the revenue forecast, the total national budget allocation to the 2006 CS fund was KHR 69,614 million (\$ 16.98 million equivalent) representing an increase of KHR 11,614 million (\$ 2.83 million) compare to the previous year. Together with the \$2 million contribution from PLG, the total level of the 2006 CS Fund allocation reach \$ 18.98 million. The government contribution to the CS Fund includes an estimated KHR 24 billion (\$ 6 million) expected to be reimbursed from the World Bank RILG loan.

8	Average per-capita transfers through the Commune Fund	Commune/Sangkat Fund allocation and commune population figures
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Table A.11 gives the per capita allocation for the Commune Fund for a whole period of 5 years, starting from 2002 to 2006.

The table shows that the average per capita development allocation of the Commune Fund has increased from Riel 3,087 in 2004 to Riel 4,245 in 2006 (with a variation between Riel 1,777 in Phnom Penh and Riel 14,559 in Mondoliri).

Table A.11: Per capita allocations for C/S Fund (2002-2006)

GS	Province	2002		2003		Population (from 2003 CBS)	2004		
		Admin	Development	Admin	Development		Admin	Development	Per Capita Dev
1	Banteay Meanchey	471,180,000	2,186,190,000	705,767,000	2,109,338,000	669,981	862,872,000	1,756,396,000	2521.84
2	Battambang	697,940,000	2,813,840,000	1,041,862,000	2,878,026,000	918,173	1,227,216,000	2,494,572,000	2716.89
3	Kampong Cham	1,253,681,000	1,227,710,000	1,868,449,000	3,682,267,000	1,717,769	2,315,600,000	4,596,466,000	2675.84
4	Kampong Chhnang	414,077,000	0	581,143,000	1,044,220,000	436,743	730,896,000	1,528,303,000	3499.32
5	Kampong Speu	581,963,000	0	847,182,000	1,496,952,000	675,932	1,189,544,000	2,075,714,000	3070.89
6	Kampong Thom	550,295,000	849,990,000	805,203,000	1,621,602,000	616,370	994,604,000	1,929,496,000	3130.42
7	Kampot	543,793,000	768,440,000	758,980,000	1,458,872,000	565,381	882,018,000	2,008,200,000	3548.40
8	Kandal	1,011,553,000	0	1,485,765,000	2,447,535,000	1,181,443	1,764,164,000	3,537,802,000	3046.04
9	Koh Kong	189,611,000	0	261,872,000	362,803,000	126,595	299,200,000	640,800,000	5061.83
10	Kratie	278,493,000	0	392,096,000	724,439,000	280,521	460,166,000	1,009,520,000	3598.75
11	Mondoliri	110,418,000	0	147,042,000	214,548,000	43,087	173,826,000	358,044,000	8338.87
12	Phnom Penh	598,856,000	0	913,025,000	1,140,897,000	1,006,955	1,067,127,000	2,312,551,000	2296.58
13	Preah Vihear	310,382,000	0	443,904,000	548,497,000	137,002	499,314,000	876,104,000	6394.83
14	Prey Veng	833,953,000	1,282,140,000	1,240,691,000	2,550,386,000	1,050,743	1,529,658,000	2,957,980,000	2815.13
15	Pursat	326,457,000	1,626,650,000	474,717,000	1,353,157,000	378,572	605,464,000	1,170,422,000	3091.68
16	Ratanakiri	262,028,000	1,282,960,000	351,500,000	834,456,000	114,451	421,368,000	856,900,000	7487.05
17	Siem Reap	648,820,000	2,863,890,000	935,428,000	2,632,599,000	762,816	1,185,512,000	2,357,245,000	3090.19
18	Sihanoukville	140,557,000	0	201,651,000	322,331,000	164,364	226,534,000	522,745,000	3180.41
19	Stung Treng	183,158,000	0	248,470,000	350,043,000	92,274	284,610,000	605,620,000	6563.29
20	Svay Rieng	505,554,000	0	722,579,000	1,248,098,000	526,904	905,884,000	1,795,686,000	3408.00
21	Takeo	697,133,000	1,144,230,000	1,027,843,000	2,127,554,000	862,342	1,315,530,000	2,486,100,000	2882.96
22	Oddar Meanchey	148,149,000	784,770,000	210,054,000	563,287,000	136,358	271,758,000	510,936,000	3747.02
23	Kep	30,685,000	0	43,410,000	148,229,000	33,625	47,808,000	112,366,000	3341.74
24	Pailin	44,994,000	229,130,000	61,618,000	169,995,000	45,723	83,260,000	167,670,000	3667.28
Total		18,833,510,000	16,839,740,000	15,768,269,000	32,030,731,000	12,624,684	19,333,333,000	38,648,867,000	3,087.38

Table A.11: Per Capital allocation for C/S Fund from the year 2002-2006

GIS	Province	2005			2006			2002-2006		
		Admin	Development	Per Capita Dev	Admin	Development	Per Capita Dev	Admin	Development	Per Capita Dev
1	Banteay Meanchey	924,385,000	2,015,985,000	3009.11	1,374,855,000	3,049,916,000	4552.38	4,338,659,000	11,097,828,000	3312.98
2	Sattambang	1,318,308,000	2,914,936,000	3174.71	2,264,612,000	4,833,835,000	5264.82	6,549,835,000	15,935,009,000	3471.03
3	Kampong Cham	2,479,051,000	5,308,328,000	3090.25	2,945,317,000	6,213,381,000	3617.12	10,863,078,000	21,028,155,000	2448.31
4	Kampong Chhnang	781,499,000	1,806,545,000	4138.40	1,578,244,000	3,434,949,000	7884.92	4,065,659,000	7,814,017,000	3578.31
5	Kampong Speu	1,263,613,000	2,443,105,000	3614.42	1,947,574,000	4,011,238,000	5834.36	5,828,888,000	10,027,009,000	2966.67
6	Kampong Thom	1,065,001,000	2,263,193,000	3671.81	1,480,585,000	3,275,185,000	5313.67	4,895,668,000	9,939,466,000	3225.16
7	Kampot	958,367,000	2,394,347,000	4234.93	1,265,817,000	2,848,579,000	4681.05	4,418,985,000	9,275,238,000	3261.06
8	Kandal	1,894,063,000	4,125,212,000	3551.80	1,661,744,000	3,410,207,000	2936.18	7,817,289,000	13,520,756,000	2326.27
9	Koh Kong	322,091,000	769,947,000	6081.87	1,149,064,000	2,464,269,000	19465.77	2,221,836,000	4,237,822,000	6695.09
10	Kratie	494,443,000	1,195,440,000	4261.50	765,360,000	1,612,470,000	5748.13	2,390,558,000	4,541,974,000	3236.17
11	Mondulkiri	186,678,000	445,909,000	10353.84	926,433,000	2,115,722,000	49126.29	1,544,397,000	3,135,223,000	14559.75
12	Phnom Penh	1,146,959,000	2,632,875,000	2614.69	1,474,913,000	2,864,826,000	2845.04	5,200,680,000	8,950,949,000	1777.83
13	Preah Vihear	538,122,000	1,076,753,000	7859.40	1,147,653,000	2,809,234,000	20505.06	2,939,375,000	5,310,588,000	7752.57
14	Prey Veng	1,638,135,000	3,430,077,000	3264.43	294,454,000	722,992,000	688.08	5,536,891,000	10,943,575,000	2063.02
15	Pursat	646,967,000	1,376,542,000	3636.14	387,394,000	903,197,000	2385.80	2,440,989,000	6,429,969,000	3368.96
16	Ratanakiri	452,091,000	1,065,068,000	9305.89	648,834,000	1,260,974,000	11017.59	2,135,621,000	5,300,358,000	9262.23
17	Sem Reap	1,247,292,000	2,796,798,000	3568.41	592,230,000	1,400,179,000	1835.54	4,589,282,000	11,850,711,000	3107.10
18	Shanoukville	244,163,000	609,024,000	3705.34	539,741,000	1,258,346,000	7655.85	1,352,648,000	2,712,448,000	3300.54
19	Stung Treng	306,153,000	741,865,000	8039.81	223,344,000	524,403,000	5683.11	1,243,735,000	2,221,932,000	4815.94
20	Svay Rieng	968,854,000	2,115,341,000	4014.66	1,100,471,000	2,351,651,000	4463.15	4,203,142,000	7,510,779,000	2850.91
21	Takeo	1,405,395,000	2,905,285,000	3389.06	367,813,000	868,845,000	1007.54	4,813,514,000	6,532,015,000	2210.73
22	Otdar Meanchey	290,121,000	616,967,000	4524.61	62,430,000	156,526,000	1147.90	982,512,000	2,832,486,000	3961.14
23	Kao	51,603,000	133,961,000	3983.97	104,012,000	250,628,000	7453.62	277,518,000	645,184,000	3837.53
24	Pattn	88,646,000	204,497,000	4472.52	342,506,000	729,249,000	15949.26	621,022,000	1,500,549,000	6563.65
Total		20,712,000,000	46,368,800,000	3,624.06	24,645,200,000	53,168,800,000	4245.32	81,293,312,000	186,093,938,000	2971.78

Table A.12: Per capita allocations for Provincial Investment Fund (2002-2006)

GIS	Province	Population (from 2003 CDB)	2002		2003		2004		2005		2006		Total (2002 to 2006)	
			Total Investment	Per Capita	Total Investment	Per Capita	Total Investment	Per Capita	Total Investment	Per Capita	Total Investment	Per Capita	Total Investment	Per Capita
1	Banteay Meanchey	669,961	62,000		114,700	0.034	413,886	0.123	305,018	0.091	301,024	0.090	1,193,628	0.357
2	Sattambang	918,173	77,000		143,600	0.031	355,332	0.077	380,835	0.083	612,409	0.133	1,586,176	0.342
3	Kampong Cham	1,717,769	59,000		225,900	0.026	272,000	0.032	262,025	0.031	325,342	0.036	1,044,267	0.133
4	Kampong Chhnang	436,743			111,000	0.051	132,550	0.061	114,658	0.053	127,540	0.058	485,748	0.222
5	Kampong Speu	675,932			129,800	0.038	359,508	0.106	399,832	0.118	469,634	0.139	1,358,774	0.402
6	Kampong Thom	616,370	6,120		16,100	0.005	2,432,848	0.789	998,849	0.324	1,157,771	0.376	4,991,695	1.496
7	Kampot	565,381	6,120		14,000	0.005	2,221,202	0.786	1,331,876	0.471	1,521,815	0.536	5,985,013	1.802
8	Kandal	1,161,443				0.000	172,000	0.030	198,160	0.034	198,696	0.034	598,856	0.098
9	Koh Kong	126,595				0.000	254,840	0.403	160,392	0.253	140,559	0.222	555,791	0.878
10	Kratie	280,521			168,948	0.120	235,040	0.168	151,505	0.108	189,900	0.135	745,393	0.531
11	Mondulakiri	43,067				0.000	54,000	0.251	59,000	0.274	95,125	0.442	268,125	0.967
12	Phnom Penh	1,006,955				0.000	133,000	0.026	139,700	0.028	165,155	0.033	437,855	0.087
13	Preah Vihear	137,002			86,000	0.126	71,000	0.104	78,550	0.115	119,996	0.175	355,546	0.519
14	Prey Veng	1,050,743	56,000		162,500	0.031	818,011	0.156	1,412,110	0.269	1,833,434	0.349	4,282,055	0.815
15	Pursat	378,572	50,500		204,419	0.108	616,785	0.326	351,660	0.186	209,700	0.111	1,423,064	0.757
16	Ratanakiri	114,451	272,435		360,000	0.628	331,114	0.579	318,600	0.557	183,925	0.321	1,466,074	2.582
17	Sem Reap	762,816	73,000		319,538	0.084	460,129	0.121	440,095	0.115	243,200	0.064	1,535,962	0.403
18	Shanoukville	164,364				0.000	190,740	0.232	134,295	0.163	139,342	0.170	464,377	0.565
19	Stung Treng	92,274				0.000	163,823	0.355	341,553	0.740	341,243	0.740	846,619	1.835
20	Svay Rieng	526,904			120,300	0.046	764,502	0.290	1,019,805	0.387	1,382,339	0.517	3,286,946	1.240
21	Takeo	862,342	64,000		231,000	0.054	210,954	0.049	260,099	0.060	399,270	0.093	1,163,323	0.270
22	Otdar Meanchey	136,358	33,500		68,277	0.100	173,961	0.255	308,602	0.453	290,516	0.426	849,856	1.283
23	Kao	33,625				0.000	224,240	1.334	94,845	0.564	92,800	0.552	411,865	2.450
24	Pattn	45,723	25,000		36,000	0.157	48,000	0.210	58,470	0.256	273,139	1.195	441,809	1.927
Total		12,524,084	784,675		2,512,082	0.040	11,109,263	0.177	9,320,534	0.149	10,793,874	0.172	34,520,429	0.561

9	National budget resources allocated to the provinces for capital and recurrent budgets to implement decentralisation and deconcentration	Ministry of Economy and Finance decision on RGC contribution in support of provincial investments through deconcentration
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When the overall Seila Program key indicators were discussed in early 2003, it was decided to include some indicators which would be particularly relevant for the anticipated developments in the program. One of these indicators was the level of resources allocated from the national budget for provincial capital and recurrent budgets, emulating some of the financing approaches to such budgets that have been piloted in the Seila Program.

Progress in mainstreaming Seila Program approaches to provincial investments and operational budgets has however proceeded more slowly than anticipated, owing primarily to the slow progress in formulating the Organic Law. While there is evidence from some provinces/municipalities that Sala Khet/Krong resources have been allocated through the district integration process to investments, this has resulted from individual initiative by the governors and has not been systematically assessed. There is little evidence of national budget allocations to operational costs other than the salaries of civil servants dedicated to managing and supporting the decentralisation and deconcentration process.

It is expected that until the Organic Law has been approved, there will not be a significant increase of funds for provincial investments through deconcentration.

10	Average per-capita transfers through the PIF, by province	Provincial Investment Fund allocation and provincial population figures
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The Table A.12 gives the per capita allocation for the provincial investments for a period of 5 years, 2001 to 2006. The overall per capita for the provincial investments was \$ 0.551, which is the result of accumulated from the year 2002 to 2006 and based on the total population generated from the 2003 CDB, and divided by the 5-year period. This figure not only takes into account the Provincial Investment Fund (PIF), but also the deconcentrated sector program funding (such as ADESS, CBRD, RPRP, etc). The amount of per capita PIF allocation is largely due to the PIF increase in the figures for Prey Veng, Svay Rieng, Kampong Thom and Kampot.

11	Amount of resources managed annually by provincial authorities using deconcentrated management systems designed by the Seila Program	Reports from Ministry of Economy and Finance and donors, and reports from provincial authorities
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This key indicator, just as indicator 9 above, is another example of an indicator which was included in anticipation of further Seila Program developments in support of deconcentration. If the central government and the provinces increasingly make use of the systems and approaches that have been piloted by the Seila Program for the allocation of other funds, it can be seen as an indication that such approaches are *de facto* being mainstreamed. This however, requires a new legal framework

Considering external financing, the resources managed annually by the provinces using the Seila systems designed specifically for US dollar based accounts in commercial banks grew considerably over the six years of the program. From a starting point in 2001 of roughly \$ 6 million of allocations managed under the provincial systems, by 2006 the total allocations had increased to \$ 20.2 million; an increase of 330%.

12	Amount of own-source revenue generated by communes and provinces	Ministry of Economy and Finance records and national level summary of annual finance reports of provinces and communes
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Developing the legal framework and regulations on commune own-source revenue is still recognized both as an urgent priority and one that has not received the attention expected by the government. In the absence of such a regulation, own source revenue generated by the communes has been limited to fees collected for civil administration services and local contributions largely associated with C/S Fund projects. From 2002 to 2006, total local contributions recorded in the PID were Riel 7,674,716,172, (US\$ 1,918, 679 equivalent) equal to 4% of the total commune revenue over this period.

Output 1: Related institutions at all levels strengthened and effectively implementing the decentralized and deconcentrated systems

1.1	CDPs and/or CIPs and annual budgets prepared in all communes by the last quarter of each year	National level summary of commune monitoring spreadsheets, compiled by the provinces
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Table A.4.c shows that for the whole period of 2003 to 2006 for which data was tracked by the commune monitoring spreadsheet, by the end of December, at least 1,130 (70% of the total) had completed their planning process (the real figure is probably higher, due to lack of information from some provinces). 2006 is the year with the highest figure, about 1,393 communes (86 % of the total) had completed their planning process, and 2003 is the year with lowest figure, about only 267 communes (17 % of the total) had completed the process at the same time.

1.2 Percentage of CDPs and/or CIPs and annual budgets that pass legality checks by provincial Governor	National level summary of provincial assessment reports of CDPs/CIPs and commune budgets
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There is evidence from progress reports that CDP CIPs received by the province level are reviewed – legally and technically – by both the ExComs and line departments, and that this sometimes leads to further discussions and amendments prior to being cleared. To date there is no evidence of a commune CDP/CIP or budget having been rejected altogether as a result of legality checks performed by the sub national level. So far, the manner in which such technical and legality checks of CDPs/CIPs have to be performed has been left to the provinces to decide.

1.3 All provinces produce five year Provincial Development Plan (PDP) and three year rolling Provincial Investment Plan (PIP)	PDP and PIP documents
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The Ministry of Planning guideline for the five year PDP and the three year rolling PIP was issued in 1999, and in early 2004 MoP updated the guideline on PDIP formulation, which aligns to the SEDPII and NPRS, which is now, has been incorporated into the National Strategic Development Plan (NSDP, 2006-2010) to actual implementation at provincial level. The NSDP (2006-2010) is a single, overarching document containing RGC's priority goals and strategies to reduce poverty rapidly, and to achieve other CMDGs and socio-economic development goals for the benefit of all Cambodians, and which was just officially approved by the Council of Minister on 27 January 2006. The development of the PDP and PIP, as tools for programming of provincial development and investments, linked up with MoP efforts at the national level to establish a rolling, three-year Public Investment Program. As mentioned in the Integrated Fiduciary Assessment and Public Expenditure Review of Cambodia (September 2003), this national Public Investment Program sought to match top-down allocations for investment, based on a macro-economic framework for the budget agreed by the Council of Ministers, with programmed allocations for on-going projects and a prioritized listing of new investments presented by the line agencies. Unfortunately, the Public Investment Program has had little impact on the expenditure management process or expenditure outcomes, and it has largely lost credibility as a planning tool.

The PDIP formulation exercise is conducted in every province prior to the DIWs and PIF allocation, starting from provincial vision and development goal formulation. The process can help provincial authorities to get consensus on the development priorities of the province, which can then serve as the basis for provincial fund allocation. The provincial PDPs and PIPs are largely a compilation of sector intentions for program and project activities. The utility of this process depends in large part on the extent to which the provincial departments are either aware and/or willing to provide information on planned investments for the following year outside of the Seila Program resources.

1.4 Number of commune councilors / staff trained in concepts, systems and procedures, and extent of the training	National level summary of commune monitoring spreadsheets, compiled by the provinces
	Training reports

The Tables A.3.a shows the number of communes that participated in the different trainings that were part of the NCSC training plan in 2005, and Table A.3.c shows when such training events in the communes were completed.

Table A.14 gives information on the implementation of decentralization training over the period 2002-2006 which has been supported by Seila/PLG. Below is a brief description of the trainings delivered over the period, 2002 to 2006:

2002: Four training courses were delivered :

1- Orientation on decentralization and C/S administrative management. The main subjects of training were:

- Important aspects of decentralization and C/S administrative management (power, roles and function of C/S councils, C/S council management structure, roles and responsibilities of major actors in C/s development, setting objectives for decentralization and C/S council management and the support network for C/S)
- Administration and management of C/S councils (holding of meeting, record keeping/filing and delegation of task and responsibilities).
- C/S planning system (major features of C/S planning system, C/S planning processes and how to ensure public participation in C/S planning processes).
- C/S financial system (Income sources of C/S council, C/S budgeting and major feature of C/S financial management system)
- Monitoring and Evaluation (definition of monitoring and evaluation, important of M&E)
- Developing a action plan (how to develop C/S action plan)
- Lessons learned and training evaluation.

Target groups of this training were all C/S councilors, clerks and all C/S support structure staff (DFT/PFT/TSO). The total number of trainee can be shown in below table.

The trainings were delivered through a cascade system (National TOT - Provincial TOT - C/S training). Total cost of this training: about US\$135,000 (average cost for one person/trainee is about US\$ 10)

2- C/S planning: The main subjects of training were:

- Planning principles (what is planning, how to ensure transparency and objectivity and democratic decision making in planning processes).
- C/S planning process (Purpose and outputs of planning process, roles and responsibilities of major actors in C/S planning process and how to ensure public participation in C/S planning process)
- 11 steps of planning process (step 1 – step 11)
- Training evaluation

Target groups of this training were all C/S councilors, clerks, PBC members and all C/S support structure staff (DFT/PFT/TSO...).

The training delivery methodology was cascade system (National TOT - Provincial TOT - C/S training).

Total cost of this training: about US\$122,000 (average cost for one person/trainee is about US\$ 7)

3- C/S financial management:

- Review of C/S financial management system (C/S budgeting process, how to ensure public participation in C/S budgeting process).
- Payment and Accounting system (different mechanisms of accounting, financial reports).
- Expenditure cycle.
- Procurement roles (procurement of works, goods and services).

Target groups of this training were all C/S councilors, clerks, and all C/S support structure staff (DFT/PFT/TSO...). The training delivered through cascaded system (National TOT - Provincial TOT - C/S training).

Total cost of this training: about US\$112,000 (average cost for one person/trainee is about US\$ 9)

4- C/S development project preparation:

- Basis project preparation (definition of project, eligible project for C/S fund, criteria to use C/S fund activities in project preparation and when to do project preparation)
- Roles and responsibilities of major actor in C/S project preparation (roles/responsibilities of C/S councils, C/S chief, PBC, communities and project beneficiaries, PLAU, TSU, Technical line department and ExCom)
- Project preparation form (Information from C/S development plan, project map, project site plan, technical information, local resources, environment and culture sites, land users, detail output and cost estimates and project operation and maintenance plan).
- How to complete the project information (who should complete the form, where will the information come from)
- Processing of project information forms (checking by PLAU and technical clearance by concerned line department)

Target groups of this training were C/S councilors, clerks, and all C/S support structure staff (DFT/PFT/TSO). The training delivered through cascaded system (National TOT - Provincial TOT - C/S training).

Total cost of this training: about US\$66,000 (average cost for one person/trainee is about US\$ 7)

Six training courses were conducted in 2003:

1- C/S project procurement and contract management:

- C/S project procurement (roles/responsibilities, who can be a contractor or suppliers, step in process and C/S project procurement and contract management)

- Preparation for C/S project bidding (Establishment of c/s procurement committee, preparing bidding documents, bidding advertisement and dissemination of bidding document)
- The bidding meeting (overall of bidding meeting, who should attend the bidding meeting, bid orientation meeting, submission of bid, opening of bid and bid evaluation)
- Preparing to implement the contract (bidding report, contract work-plan, signing contract, contract information and condition of contract)
- Contract supervision and payment (start of work meeting, monitoring of implementation, certifying of works and approval of payment, completion of work meeting, monitoring during guarantee period, end of contract report and inspection committee)
- Other type of contract (maintenance contract and operation and maintenance contract).

Target groups of this training were C/S councilors, clerks, and C/S support structure staff (DFT/PFT/TSO). The training delivered through cascaded system (National TOT - Provincial TOT - C/S training).

Total cost of this training: about US\$92,000 (average cost for one person/trainee is about US\$ 7)

2- C/S Financial Management (refresher training):

- Overview of C/S Financial Management System (C/S income sources, C/S fund, C/S budget, accounting and payment system, C/S financial report and C/S procurement procedures).
- C/S Budgeting (budget content, budgeting process and budget amendment)
- C/S accounting and payment system (expenditure cycle, payment and accounting systems).
- C/S financial report and closing of budget
- Transparency and accountabilities (transparency, accountability, internal control and independent audit)

Target groups of this training were some C/S councilors who have assigned roles in C/S financing tasks, clerks, and C/S support structure staff (DFT/PFT). The training delivered through targeted direct training system (National TOT - C/S training).

Total cost of this training: about US\$42,000 (average cost for one person/trainee is about US\$ 6).

3- C/S reporting system (monthly, quarterly and annually report format and system).

Target groups of this training were some C/S councilors who have assigned roles M&E task, clerks, C/S M&E focal points and C/S support structure staff (DFT/PFT...). The training delivered through cascade system (National TOT - Provincial TOT - C/S training).

Total cost of this training: about US\$10,000 (average cost for one person/trainee is about US\$ 2).

4- C/S 3-year rolling investment plan:

- C/S development situation analysis (economic, social, NREM, administration and security and gender)
- Immediate Objective and strategy for investment
- 3- year rolling investment project (table of 3-year rolling investment project and table of investment budget by sources)
- CIP preparation process (step 1- step 11)

The target groups of this training were all C/S councilors and PBC members, clerks, and C/S support structure staff (DFT/PFT). The training delivery methodology was cascade system (National TOT - Provincial TOT - C/S training).

Total cost of this training: about US\$ 158000 (average cost for one person/trainee is about USD 7.5).

5- The environment impact and land acquisition:

- Environment impact and basis principles of safeguards (what do we mean by environment impact, types of environment impact, what is environment sustainability, what is natural resources management and general process of environment impact assessment)
- Impact of small scale infrastructure project (Environment and natural resources in C/S planning process, environment impact of different types of C/S project and environment management workplan)
- Basis principle of environment and safeguards (environment and land safeguard, the reason for reduction environment and land safeguards, screening criteria, land safeguards principle and screening criteria, environment principle and screening criteria, safeguards and technical clearance and environment and land safeguards during C/S project design)
- Guideline for carrying out environment analysis (what is an environment analysis, who should do environment analysis, where environment analysis should be done, environment map, check list of environment impact, environmental management plan, approval of environmental analysis).
- Guideline for preparation land acquisition (Who should make land report, disclosure, participatory land survey, preparing land acquisition agreement, preparing land acquisition report, approval of land acquisition report, documentation of compensation arrangement, statement of land user's right and the process of land study).

The target groups of this training were C/S support structure staff (DFT/PFT/TSO) and some staff of Department of environment. The training delivery methodology was cascade system (National TOT - Provincial training).

Total cost of this training: about US\$ 12,000 (average cost for one person/trainee is about USD 10).

6- Highland people participation in S/C planning:

- Legal framework (The Cambodia constitution and general Policy for Highland People Development)
- Highland people in Cambodia (brief history and characteristic of highland people)

- Participation of highland people in CIP preparation (list of highland people and process of preparing CIP in C/S with highland people)

The target groups of this training were some selected C/S support structure staff (DFT/PFT) of 2 target provinces. The training was directly delivered by National trainers.

Five training courses were delivered in 2004:

1- Highland people participation in S/C planning:

- Review experiences and lesson learned have done in target 2 provinces.
- Refresher on legal framework (The Cambodia constitution and general Refresher on policy for Highland People Development)
- Refresher on highland people in Cambodia (brief history and characteristic of highland people)
- Refresher on participation of highland people in CIP preparation (list of highland people and process of preparing CIP in C/S with highland people)

The target groups of this training were some selected C/S support structure staff (DFT/PFT) of 3 target provinces. The training was directly delivered by National trainer group.

2- C/S fund project implementation (PIM):

- C/S project preparation and technical clearance (Basis C/S development project preparation, roles and responsibilities of concerned stakeholders in C/S project preparation, information needed for C/S project preparation, C/S project study design, project cost estimation, project operation and maintenance, processing of project information form, environmental analysis and land acquisition study)
- C/S project procurement and contract management (introduction to procurement and contract management, guideline for contractor list, preparation for bidding, bidding meeting, preparing for contract implementation and contract supervision and payment)
- Monitoring and Evaluation of C/S fund project (purpose of monitoring and evaluation, roles and responsibilities of concerned stakeholders in monitoring and evaluation, the technical audit committee and project implementation database).

The target groups of this training were all C/S councilors, clerks, and C/S support structure staff (DFT/PFT/TSO). The trainings were delivered through cascaded system (National TOT - Provincial TOT - C/S training).

Total cost of this training: about US\$ 79,000 (average cost for one person/trainee is about US\$ 6.5).

3- Facilitation skills:

The training focused on several necessary subjects included: small group work, why is participation important, how people learn to change, behavior of facilitator, dealing with people concerns and beliefs, different way of participation, listening skills, rephrasing, asking good question, facilitation group discussion, getting women to participate, problem solving, coaching during training, various facilitation tools, process observation, developing facilitation plan and training design.

The target groups of this training were all C/S support structure staff (DoLA staff, DFT/PFT/TSO). The training delivered through cascaded system (National TOT - Provincial training).

Total cost of this training was about US\$ 52,000.

4- C/S Monitoring and evaluation:

- M&E (definition of M&E, different between M&E and internal M&E)
- C/S project and component to be M&E (inputs/resources, activities, output and impact).
- Time and frequency to do M&E.
- People involved in C/S M&E (C/S M&E focal person, C/S committee, local people and user group).
- C/S project M&E procedures (defining step, defining purposes, defining indicators and key information, defining key question, defining methodologies, developing activity plan, data collection, data analysis and using of conclusion)
- Uses M&E information and report.

Target groups of this training were some C/S councilors who have assigned roles with M&E task, clerks, C/S M&E focal points and C/S support structure staff (DFT/PFT). The training delivered through cascaded system (National TOT - Provincial TOT - C/S training).

Total cost of this training: about US\$46,000 (average cost for one person/trainee is about USD 8).

5- Civil registration:

- Overview of civil registration
- Birth certificate registration
- Marriage registration
- Death registration

Target groups of this training were all C/S councilors, some district officials, and some C/S support structure staff (DFT/PFT). The training delivered through cascaded system (National TOT - Regional TOT - C/S training).

Total cost of this training: about US\$116,000 (average cost for one person/trainee is about USD 9).

Seven training courses were delivered in 2005:

1- Highland people participation in S/C planning:

- Review experiences and lesson learned have been done in 3 target provinces.
- Refresher on Legal framework (The Cambodia constitution and general Policy for Highland People Development)
- Refresher on Highland people in Cambodia (brief history and characteristic of highland people)
- Refresher on Participation of highland people in CIP preparation (list of highland people and process of preparing CIP in C/S with highland people)

The targeted groups of this training were C/S support structure staff (DFT/PFT) of 8 target provinces. The training was directly delivered by National trainer group.

2- C/S fund project implementation (PIM refresher training):

- The main subjects of this refresher were almost the same as subjects of training made in 2004. The only one subject on C/S service project preparation was added to this refresher training.

The targeted groups of this training were all C/S councilors, clerks, and C/S support structure staff (DFT/PFT/TSO). The trainings were delivered through cascaded system (National TOT - Provincial TOT - C/S training).

Total cost of this training: about US\$ 79,000 (average cost for one person/trainee is about USD 6.5).

3- Civil registration (refresher training):

- This training was conducted in similar to civil registration training made in 2004. However, this refresher focused on solving the issues/problem faced during civil registration implementation at local level.

4- C/S association:

- The mains subjects of this training were: C/S association statute, facilitation skills and activity plan development. The target groups of training were C/S council representatives from 11 target provinces and PLAU officials who have assigned roles to facilitate of this training and support C/S association. The trainings were supported from UNDP, KAF and GTZ.

5- C/S Administration:

- C/S correspondent letter arrangement.
- C/S personnel management.
- C/S office management.
- C/S documentation filling and maintenance.
- C/S meeting arrangement.

The target groups of this training were some C/S councilors who have assigned roles in C/S administrative tasks, clerks, and C/S support structure staff (DFT/PFT/). The training was delivered through cascaded system (National TOT - Provincial TOT - C/S training).

Total cost of this training: about US\$ 85,000 (average cost for one person/trainee is about US\$ 9).

6- Good Governance for C/S councils:

- Overview of governance (definition, aims of governance, governance actors and good governance)
- 8 key principle of good governance (participation, role of law, transparency, accountability, responsiveness, equity, consensus orientated and effectiveness/efficiency).

The target groups of this training were all C/S councilors, clerks, and C/S support structure staff (DFT/PFT/TSO). The training was delivered through cascaded system (National TOT - Provincial TOT - C/S training).

Total cost of this training: about US\$ 110,000 (average cost for one person/trainee is about US\$ 10).

7- PLAU Structure training:

- The main subjects were overview of decentralization and support structure in Cambodia, roles and function of administration, planning and capacity building offices. The target training persons were all DoLA and PLAU staff. The training was delivered through direct training system. The total estimated cost about US\$ 20,000.

Fifteen training courses were delivered in 2006:

1- District Initiative Program for Implementing 2006:

- To provide concepts, guideline and procedures on how to prepare and implement the district pilot programming on strengthening role of district authority.
- The TOT was conducted for targeted District and Provincial concerned facilitators.

The targeted groups of this training were the provincial and district facilitators of all 24 provinces with budget expenditure about \$380. There were 91 participants of which 5 were female. The training was directly delivered by National trainer group.

2- CS Procurement and Implementation:

- To clarify existing guideline, procedure and find out solution to address the issues faced during implementation.
- The TOT was conducted for District and Provincial concerned facilitators.

The target groups of the training were also the provincial and district facilitators. This TOR was delivered by the national training team with approximately \$170. There were 64 participants attended the training, of which 3 were female.

3- CS NREM Project Selection and Preparation:

- To provide concepts, guideline and procedure on C/S NREM project selection.
- The TOT was conducted for targeted District and Provincial concerned facilitators.

The training was delivered to DFT and PFTs about 38 participants, among those, 6 were female. The training cost was \$178.

4- NREM Mainstreaming into CIP:

- To provide concepts, guideline and procedure on how to mainstream NREM issues into CIP.
- The TOT was conducted for the targeted District and Provincial concerned facilitators. The beneficiaries of the training were DFTs and PFTs, about 39 people, and among those 6 were female. The training cost was about \$365.

5- Village Chief Selection:

- To provide guideline and procedure on how to select village chiefs/assistants and their roles/responsibilities.
- The TOT was conducted for District and Provincial concerned facilitators.

The training was delivered to about 1,086 DFTs and PFTs, among those 137 were female. The training cost was \$109,756.

6- The Prevention of Domestic Violence and the Protection of Victims:

- To provide concepts, prevention mechanism and intervention process on domestic violence.
- The TOT was conducted for District and Provincial concerned facilitators.

The training was delivered to about 1007 DFTs and PFTs, and among those 199 were female. The training cost was about \$109,227.

7- CS Actions on Education:

- To provide basis knowledge related to Child Education and CS support mechanism.
- The TOT was conducted for District and Provincial concerned facilitators.

The training was delivered to 95 DFTs and PFTs, and among these 17 were female. The training cost was \$40,971.

8- Community Health Improvement:

- To provide basis knowledge related to Women and Children Health and CS support mechanism.
- The TOT was conducted for District and Provincial concerned facilitators.

The training was delivered to about 95 DFTs and PFTs, and among those 18 were female. The training cost was about \$40,832.

9- CS Internal Evaluation:

- To provide guideline and procedure on CS internal evaluation.
- The TOT was conducted for to District and Provincial concerned facilitators.

The training was delivered to about 95 DFTs and PFTs, and among those 11 were female. The training cost was about \$14,871.

10- New Clerks:

- To provide basic knowledge related to CS works.
- The training was conducted for all new C/S clerks

The training was delivered to about 145 DFTs and PFTs, and among those 40 were female. The training cost was \$40,926.

11- Making Child's Rights A Reality:

- To provide basis knowledge related to Child's Rights and CS support mechanism.
- The TOT was conducted for to District and Provincial concerned facilitators.

The training was also delivered to about 89 DFTs and PFTs, and among those 27 were female. The training cost was \$3,749.

12- CS Actions on Child's Protection:

- To provide basis knowledge related to Child Protection and CS support mechanism.
- The TOT was conducted for to District and Provincial concerned facilitators. The training was delivered to about 85 DFTs and PFTs, and among those 8 were female. The training cost was about \$3,749.

13- District Initiative Program for implementing 2007:

- To provide concepts, guideline and procedure on how prepare and implement the DIP 2007.
- The TOT was conducted for to District and Provincial concerned facilitators. The training was delivered to 203 DFTs and PFTs, and among those 11 were female. The training cost \$389.

14- Mid Term Review Workshop on District Initiative Program:

- To review the progress and agree on the recommendations for improving implementation of the program. The training was delivered to 119 DFTs and PFTs, and among those 8 were female. The training cost was \$10,071.

15- Reflection Workshop on Safeguard Implementation:

- To share experiences and agree on the recommendation for improving the implementation of Land and Environment Safeguard Policy. The training was delivered to 84 DFTs and PFTs, and among those 10 were female. The training cost was \$420.

In total, there were 3,335 people received the training provided directly from the national training/capacity building team. Among those, 506 were female. The total cost for all 15 mentioned training was \$376,054.

Other training conducted in addition to NCSC training plan:

- TNA training was conducted at the end of 2004 for PLAU/PFT/DFT for 3 days. The main subjects were: the important of TNA, how to conduct TNA, how to analyze TNA data and to prepare training plan and budget.
- Provincial decentralized training was oriented for PLAU staff in early of 2005. The orientation was focused on provincial training plan, budget, opening of account for transferring of training budget and training report.
- Inter-C/S planning for 2 targeted provinces which focused on inter-C/S planning process, Inter-C/S project implementation procedure and financial management system.
- C/S fund accountability establishment and functioning. The course was organized for governors, PLAU and SPPA. The course focused on mandate, structure, members, roles and functioning of accountability working group. This course was conducted in June 2005.

Table A.14: Summary of decentralization training supported by Sella/PLG

Trainings Delivered by the NGB capacity building programme from 2002-2006 with support from Sella/PLG

Date	Title	Duration		Target Group	Participants		Drafting	PLG Inputs	
		TOT	CS Level		Total	% Female		Delivery	Financing
Trainings Delivered by the NGO capacity building programme from 2002-2006 with support from donors/EC									
2002									
Mar-May	Orientation of Decentralization	5	4	PFT, DFT, CC and Clerk	12,408	1,172	9.45	YES	PLG
Jun-Aug	Planning	5	4	PFT, DFT, CC and Clerk	17,124	2,165	12.64	YES	PLG
May-Jun	CS Financial Management System	4	3	PFT, DFT, CC and Clerk	12,035	1,158	9.62	YES	PLG
Nov-Dec	Protest Preparation	4	3	PFT, DFT, CC and Clerk	9,100	729	8.01	YES	PLG
2003									
Feb	Procurement and Contract Management	4	4	PFT, DFT, CC and Clerk	12,309	1,196	9.72	YES	PLG
March	Financial Redresser	4	3	PFT, DFT, CC and Clerk	6,546	477	7.29	YES	PLG
Feb-Nov	Commune Sangkat Report System	1	1	PFT, DFT, CC and Clerk	5,801	400	6.90	YES	PLG
August	CS 3-year Rolling Investment Program (CIP)	4	3	PFT, DFT, CC and Clerk	20,682	3,482	16.84	YES	PLG & CCDF/ADB
Nov-Dec	Environment Impact and Land Acquisition	4	3	PFT, DFT and DoE	1,225	139	11.35	YES	PLG
Sept	Highland People	4	3	PFT and DFT	55	4	7.27	YES	PLG
2004									
June	Highland People	3	3	PFT and DFT	85	6	7.06	YES	PLG
Feb	CS Fund Project Implementation	4	4	PFT, DFT, CC and Clerk	12,504	1,235	9.88	YES	PLG & CCDF/ADB
April	Facilitation Skills	10	10	PFT and DFT	2,040	309	15.15	YES	PLG & CCDF/ADB
May	Monitoring and Evaluation	3	2	PFT, DFT, CC and Clerk	6,174	1,512	24.49	YES	PLG & CCDF/ADB
August	Civil Registration	4	4	PFT, DFT, CC and Clerk	12,432	1,184	9.52	YES	CCDF/ADB
2005									
Apr	Highland People	3	2	PFT and DFT	256	57	22.27	YES	PLG
Mar-Jun	CS Fund Project Implementation	3	3	PFT, DFT, CC and Clerk	9,422	1,292	13.71	YES	PLG & CCDF/ADB
Jul-Aug	Civil Registration	2	2	PFT, DFT, CC and Clerk	6,013	285	4.72	YES	CCDF/ADB
Aug	Commune/Sangkat Association	4	4	CC	3,210	228	7.10	YES	DSP/UNDP
Dec.	Commune/Sangkat Administration	3	3	PFT, DFT, CC and Clerk	7,998	581	7.26	NO	PLG & CCDF/ADB
Dec.	Commune/Sangkat Good Government	3	3	PFT, DFT, CC and Clerk	12,166	1,118	9.19	YES	PLG & CCDF/ADB
April	PLAU structure	3	3	PFT and DFT	1,855	144	7.76	YES	PLG & CCDF/ADB
2006									
District Initiative Program for 2006									
	Implementation			PFT, DFT and District staff				YES	
	CS Procurement and Implementation							YES	
April	CS NRI/M Project Selection and Preparation	2	2	PFT, DFT, CC and Clerk	4,096	1,418	34.62	YES	PLG
May	NRI/M Mainstreaming Into CIP	2	2	PFT, DFT, CC and Clerk	1,347	241	17.89	YES	PLG
May	Village Chief Selection	2	2	PFT, DFT, District (University, CC and Clerk	14,150	1,470	10.39	YES	Royal Government of Cambodia
June-July	The Prevention of Domestic Violence and the Protection of Victims	3	3	PFT, DFT, DoWA, CC, Clerk, CWCF and Village Chief	19,213	2,391	12.44	YES	PLG, CCDF/ADB & GTZ
July	CS Actions on Education	2.5	2.5	PFT, DFT, DoEYS, CC, CWCF, Village Chief and Community Volunteers	10,355	2,008	19.39	YES	PLG, CCDF/ADB & UNICEF
July	Community Health Improvement	2.5	2.5	PFT, DFT, DoI, CC, CWCF, Village Chief and Community Volunteers	11,204	2,686	23.97	YES	PLG, CCDF/ADB & UNICEF
Sept	CS Internal Evaluation	3	3	PFT, DFT, CC and Clerk	14,302	3,006	21.02	YES	PLG
Aug-Sept	New Clerk Training	3	1.5	New Clerk only	145	40	27.59	YES	CCDF/ADB
Oct	Making Child's Rights A reality	2.5	2.5	PFT, DFT, DoWA, CC, Clerk, CWCF, Village Chief and PNC	2,373	703	29.62	YES	PLG, CCDF/ADB & UNICEF
Oct	CS Actions on Child Protection	2.5	2.5	PFT, DFT, DoSA, CC, Clerk, CWCF, Village Chief, CS Police, and Community Volunteers	2,301	503	21.86	YES	PLG, CCDF/ADB & UNICEF
	District Initiative Program for 2007 Implementation							YES	
	Mid Term Review Workshop on District Initiative Program							YES	
	Reflection Workshop on National Implementation							YES	

1.5 Number of men and women at district and provincial level, trained in concepts, systems and procedures, and extent of the training	Seila Contracts Database
	Training reports

For the whole 6 years, 2001 to 2006, through the Seila Contract Database, a total of 17,584,937 persons-days at provincial, district and commune levels (24% of which were women) received all training provided by national and provincial support team.

1.6 Number of men and women at provincial and district levels providing support to communes	National level summary of provincial support staffing levels
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Over the six year period of program implementation, the number of civil servants providing support to the communes increased from 750 staff in 12 provinces in 2001 to 1,750 staff in 24 provinces in 2006. The percentage of women amongst the 1,750 staff in 2006 was 18%. Please refer to Annex Two of this report for the details.

1.7 Frequency of sub-national support provided to communes	Summary of POLA annual reports, capturing the information from the commune/sangkat annual reports
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The instruction for the POLA report formats was issued in July 2003. These formats were developed in such a way that they summarize a substantial amount of data from the C/S annual reports. This does however infer that the POLAs have to collate this information from these C/S annual reports, in which the frequency of sub-national supported provided to communes were recorded. Considering the workload of the PLAUs, such collation of C/S data was seldom done. In short, the reporting system has been developed so that it is capable to provide the information, but the resources to implement and operate the system were severely lacking.

The quarterly reports from the PRDC ExComs also provide information of the Provincial office of Local Administration Units (which manages the support given by the Provincial Facilitators and the District Facilitators to the C/S), the Technical Support Units (which coordinates the work of the Technical Support Staff), and the work by the provincial Treasuries in support of C/S Fund financial management, but these do normally not provide data on frequency of such support.

1.8 Resources for gender mainstreaming mobilized at national, provincial and commune level	Seila annual workplan and budget
	Project Information Database

Table A.15. shows the Seila allocations to the PDoWAs for gender mainstreaming over the period 2002-2006 broken down by source of funds, indicating the average annual allocation per province and the percentage of the allocation against total PIF resources.

Table A.15: Seila Program allocations to PDoWAs (2002-2006)

Seila Program Allocations to Gender: Provincial Level (US\$)						
Sources	2002	2003	2004	2005	2006	Total
PLG	109,695	155,133	185,878	187,450	189,062	827,218
IFAD			129,783	89,015	78,709	297,507
UNICEF			267,791	536,221	455,332	1,259,344
DANIDA				18,027	15,587	33,614
CANADA				3,200	3,532	6,732
RGC			14,276	10,244	4,560	29,080
TOTAL	109,695	155,133	597,728	844,157	746,782	2,453,495
Provinces	12	17	24	24	24	
Annual Avg	9,141	9,125	24,905	35,173	31,116	

As reflected in the table, despite the dip in 2003 owing to the rapid expansion in coverage, allocations have increased significantly, both in volume and percentage, particularly since 2004 with the integration of UNICEF and the start of the IFAD/RPRP project. The table also reflects the increased number of donors contributing to gender work at province level under the Seila framework over time. It must be noted that the annual average allocation per province is skewed due to the very high allocations to the seven provinces covered under UNICEF and IFAD/RPRP projects.

Table A.16 below shows the Seila Program allocations to the Ministry of Women's Affairs over the period 2002-2006 and reflects the annual percentage allocation against the total National Ministry Services budget component.

Table A.16: Seila Program allocations to MoWA (2002-2006)

Seila Program Allocations to Gender: National Level (US\$)						
Sources	2002	2003	2004	2005	2006	Total
PLG	30,000	35,000	40,000	45,000	55,000	205,000
IFAD			9,780	12,670	13,730	36,180
UNICEF				44,000	30,000	74,000
TOTAL	30,000	35,000	49,780	101,670	98,730	315,180

Similar to the provincial level, both the volume and the percentage allocation from programmable resources has increased over time, but slightly decreased in 2006 due to some decrease made by UNICEF from 44,000 in 2005 to 30,000 in 2006.

1.9 Resources for NREM mobilized at national, provincial and commune level	Seila annual workplan and budget
	Project Information Database

Seila Program resources for NREM related activities are primarily implemented through the Danida-funded CCB-NREM project. At national level, the project supports the Ministry of Land Management for overall guidance on Land Use Planning. Based on the recommendation made by the Permanent Advisory Team (PAT-2004), the Natural Resource Advisory Group (NREAG) was abolished in mid 2005. In 2006, the CCB-NREM Project has expanded its coverage from 6 to 10 provinces/municipalities by including Kampong Cham, Kampong Speu, Monduliri and Rattanakiri.

While NREM can be defined widely to include a broad cross section of activities financed by PIF, using a more limited definition related primarily to environment, land management, forestry and natural resource management, Table A.17 below reflects total resources allocated to NREM for the whole period from 2001 to 2006 and the annual percentage increase of resource allocations.

Table A.17: Seila Program allocations to specific NREM sectors (2001 through 2006)

Provincial/Municipal Investment in specific NREM Sectors: 2001-2006							
SECTOR	2001	2002	2003	2004	2005	2006	TOTAL
Environment					148,910	89,716	238,626
Forestry						62,603	62,603
Land Management	97,104	157,220	107,517	207,610	239,146	274,833	1,083,430
NREM	35,791	50,880	152,776	253,455	426,490	1,410,320	2,329,712
TOTAL	132,895	208,100	260,293	461,065	814,546	1,837,472	3,714,371
Annual Increase		57%	25%	77%	77%	126%	

Analysis of the C/S priorities from the year 2002 to 2006 in the District Priority Activities Matrix (DPAM) shows that there were 20,471 priorities in the NREM category (11% of the total, compared to 11% in the 4-year period; 2003, 2004, 2005 and 2006, and 7% in 2002)

1.10 Number and status of ministry contracts under implementation	Seila Contracts Database
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For the whole program life (2001-2006), there were 55 contracts between STFS and Ministries with a total value of \$ 4,361,500 against which a total of \$ 3,971,782 was disbursed; a disbursement rate of 91%.

Output 2: Efficient and effective services and investments provided for local development

2.1 Number and status of Commune Fund contracts/projects under implementation, in accordance with CDPs	Project Information Database (PID)
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Table A.18 shows the number CSF contracts that were implemented in 2003, 2004, 2005 and 2006.

Table A.18: PID data on CSF projects

Year	Status on	# of contracts	# of C/S	CSF development allocation (Riel)	% of total CSF dev. allocation
2003	Feb 2004	1,799	1,485	32,030,731,000	67 %
2004	Apr 2005	1,982	1,621	38,666,667,000	67 %
2005	March 2006	1,870	1,544	45,388,000,000	69 %
2006	June 2007	2,387	1,621	53,168,800,000	68%
2003-2006		8,038	6,271	169,254,198,000	68%

The majority of spending for the whole period was accounted for by investments in rural transportation (65 %), irrigation (23 %), rural domestic water supplies (7 %) and education (school buildings, furniture, and water and sanitation facilities (5 %)). Among 8,038 contracts financed by CS Fund, 4,745 are known to be completed. However, as data entry lags considerably behind implementation, the actual number complete is believed to be considerably higher.

2.2 Percentage of final payments to contractors for Commune Fund projects within 12 months of commune budget approval	Project Information Database (PID)
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The Project Information Database shows that by June 2007, 447 of the 2006 CS Fund contracts (19% of the total) were completed. For the contracts where construction is understood to be ongoing; the reasons are generally due to late start of implementation. Most commonly, delays begin in the project preparation and procurement phase, so that there is not time available to implement before the start of the wet season. In low lying or remote districts, it can be impossible to implement in the wet season so implementation does not begin until November or December. However, there are a smaller number of cases of delayed implementation due to contractors winning more contracts than they have the capacity to implement, or other contract management difficulties.

2.3 Impact assessment of a sample of Commune Fund projects	Socio-economic baseline + follow-up surveys
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Three major studies of CS Fund projects were undertaken in 2006, all funded by World Bank. A pair of studies, the Process Audit of CS Fund, and the Technical Audit of CS Fund, were undertaken as preparation for the Mid-Term Review of the RILGP. The third study, a Socio-Economic Evaluation of CS Fund Irrigation Projects, was commissioned directly by IDA using a grant for studies in Community Driven Development.

The Technical and Process Audits were primarily concerned with the institutional and technical quality of project implementation, rather than with impacts. However, the studies concluded that the majority (80%+) of CS Fund projects achieve their intended objectives, and that the level of beneficiary satisfaction is generally high.

The socio-economic impact assessment looked specifically at the impact of small-scale irrigation projects on crop production and on poverty. An overall quantitative evaluation was not possible because it was found that a high proportion of schemes fail to achieve their objectives, or are not sustainable, for technical reasons. However, successful schemes achieved an average increase in rice yield of 18%. There was a substantial poverty reduction impact. However, the report is cautious as to the extent of benefits to the poorest of the poor, as benefits accrue directly to landowners who are more likely to be among the better off or moderately poor sections of the community.

2.4 Impact assessment of decentralisation on livelihoods, gender and vulnerability	Socio-economic baseline + follow-up surveys
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In 2005, a 3 month independent evaluation of the Seila Gender Mainstreaming Strategy after five years of implementation was carried out to assess the impact and effectiveness of the Seila Gender Mainstreaming Strategy 2001-2005, and provide recommendations on how to best progress gender mainstreaming for the next phase of core donor support to Decentralization and Deconcentration Reforms.

The study report details evidence that most of the goals presented in the Strategy 2001-2005 were achieved through not only the attribution of the Seila program and the Ministry of Women's Affairs alone, but through a collective effort of many national government ministries, provincial governments, commune councils, donor agencies, NGOs, and individual women and men.

Substantial progress has been made in the promotion of gender sensitivity in local governance, Laws, regulations and procedures that articulate the need to foster gender-sensitive analysis and consultative local planning process are in place, with budget allocation. Much of the funding was invested in ambitious national gender awareness training program, as results, the level of gender awareness amongst government officials and elected commune councilors has increased. Gender is well established at the sub-national level.

Gender Mainstreaming efforts also have had a significant impact on systems and procedures at the Commune Council level. Women in the village are increasingly expressing their needs in the commune planning process. The number of gender priorities raised in the commune plans has increased steadily every year over the past five years. The report also shows that provincial government funding, as well as donor and NGO funding, is being invested to a limited degree in gender and women's priorities at the commune level. These investments, however, have tended

to focus on building the gender capacity of the Commune Council, and less on direct investment services prioritized by women. There is also clear evidence to suggest that major gender issues are being raised in the other sectors of the commune plans. The top five commune priorities across all sectors in 2004 were economic/agriculture support, reproductive health, HIV/AIDS, health campaign and literacy. It is strongly recommended that in the design of the next national D&D support program, the government prioritizes these issues/sectors.

2.5 Percentage of Commune Fund projects of satisfactory technical quality standards	Technical audit
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Technical standards of C/S Fund project outputs are monitored through a process known as Technical Audit, carried out by a subcommittee of ExCom appointed for the purpose. Not all provinces conducted these audits of year 2004 projects during 2005. The Technical Audits have identified some technical defects and in some cases have lead to remedial action being taken by the Communes, as well as sanctions against individuals (contractors or Technical Support Officials) found to have implemented or approved sub-standard work. However, in most cases the Technical Audits find the technical quality of the work to be satisfactory.

The monitoring visits conducted by MRD working group in 17 provinces on bidding process and local contribution found that the local planning process and bidding process should be done earlier, enabling the project implementation to be done before the raining season. In addition to this, the MRD Seila working group also conducted well study on wells that have been constructed since 2002 in 4 provinces, and they found that between 50% to 66% of all wells that had been studies do not have water in dry season, and the user groups and distance from one well to another were not properly calculated, and some other technical defects. Based on the findings, the study team made recommendations for improvements.

Many cases of technical defects arise from the limitations of human and material resources for project studies and design. This problem is particularly acute for the more technically complex projects and particularly, in the irrigation sector. However, there is a continuing problem of technical defects the problem arising from poor monitoring and/or collusion between Commune Chiefs, Technical Support Officials and contractors during construction. Therefore, strengthened accountability is important in improving overall technical quality, as well as continued technical capacity building activities.

2.6 Increased perception of appropriateness, relevance and quality of services and investments for Commune Fund and PIF funded projects (for both men and women)	Client satisfaction surveys + Implementing Agency - PRDC contract evaluations
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The most significant surveys of client satisfaction for CS Fund projects were the Process Audit of CS Fund, and the Socio-Economic Evaluation of CS Fund Irrigation Projects. Both these studies concluded from stakeholder interviews that the selection of CS Fund projects through the planning system generally reflects the needs and felt priorities of the local population, and that there is a generally high level of satisfaction with outcomes. It was noted that the high level of satisfaction persists even in many cases where the project has been less than fully successful

from a technical point of view, especially in the case of irrigation projects where even a modest improvement in water management capability is welcomed by the farmers.

The 2004 study on the performance of the Seila Program PIF highlighted the difficulties of reaching a balanced assessment on the effectiveness of PIF projects that are quite diverse in nature and size.

2.7 Number and status of provincial contracts under implementation	Seila Contracts Database
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For the whole period of 6 years, from 2001 to 2006, there were a total of 149 contracts between STFS and P/MRDC, 63 contracts between STFS and Seila national Ministries, and 2,117 sub-contracts between P/MRDC and provincial line departments/other implementing agencies and the management units of ExCom. In overall, the average disbursement rate of these sub/contracts was around 86%.

Output 3: Contributed to the improvement of policy and regulations for decentralization, deconcentration and poverty alleviation

3.1 Effectiveness of systems, structures and procedures continuously improved through reviews and evaluations	Periodic in-depth review of the planning, budgeting, procurement and implementation, and management systems
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In the first two years of the program, considerable effort was devoted to designing the decentralized regulatory framework for CS Councils and adapting provincial structures and systems in light of the reforms. As such, the review process began in 2003.

In 2003, a number of assessments were made with Seila Program involvement, to review and evaluate systems, structures and procedures so as to improve their effectiveness. These include:

- A training needs assessment of DFTs and PFTs conducted by DoLA, with additional visits to 14 communes in five provinces, in preparation for the 2004 NCSC training plan. A separate report with the findings of this TNA is still under preparation.
- A review of the district integration process guidelines, and their implementation in the planning cycle of 2002. This resulted in revised guidelines for 2003, which were discussed with the provinces at the Seila National Workshop in September, and approved by MoP on 22 September.
- As part of the empowerment study in 24 C/S, recommendations were made to improve the effectiveness of systems, structures and procedures.
- To improve the effectiveness of C/S training on C/S procurement and project implementation, and to increase the retention of C/S councilors of the key aspects of the system, a "hip pocket guide" to C/S Fund implementation was produced, and used in training conducted in early 2004.

- In collaboration with MEF, the guidelines of the C/S financial system were revised and improved, through an amendment of the C/S procurement system, and through an amendment of the C/S budget classification, the chart of accounts and the C/S financial reporting formats.
- In October, a DoLA/PLG team made an assessment of C/S and POLA reporting in five provinces. This involved an assessment of content and completeness of the submitted reports, and interviews with key persons on difficulties encountered and recommendations for improvement. The report of the assessment is being finalized by DoLA.

In 2004, a number of assessments were made with Seila Program involvement, to review and evaluate systems, structures and procedures so as to improve their effectiveness. These include:

- A study on the effectiveness of the Technical Support Units. The study made some recommendations to increase effectiveness of the technical support services and to limit the possibility for misuse of power.
- A study of the provincial budget operations, to gain a better understanding of the flow of revenues and expenditures in the Sala Khet/Krong. A key focus of the analysis was to distinguish between official guidelines, which outline what should happen, and what actually happened in practice.
- In December 2004, a 3-day national workshop on C/S training needs assessment took place, involving DoLA and all 24 provinces, and PLG and GTZ technical assistance. The workshop reviewed the cascade methodology of training, and how to move towards a more targeted training approach. Agreement was reached on both content and process of conducting needs assessment, including indicators, questionnaires and key informants. The national workshop was followed up with provincial TNA workshops.
- A review of the district integration process guidelines, and their implementation in the planning cycle of 2003. This resulted in revised guidelines, which were discussed with the provinces at the Seila National Workshop in September, and approved by MoP in November.
- Following the example of the "hip-pocket guide" for CSF implementation which was developed in late 2003, hip-pocket guides for C/S Women/Children Focal Points, for C/S M&E of local development and for C/S Finance were prepared in 2004. Such hip-pocket guides help to improve the effectiveness of C/S training in the various subjects, and helps to increase the retention of C/S councilors of the key aspects of the subjects.
- In collaboration with the ADB project, Seila/PLG prepared a training manual and training materials to support the civil registration training for the C/S.
- The C/S reporting systems was reviewed in early 2004, and there were positive signs that Seila/PLG efforts to advocate a change from monthly reporting to quarterly reporting (which would substantially reduce the reporting workload of the C/S) might come to fruition. Unfortunately, after the approval of the new PLAU structure, with its corresponding increase of PLAU staffing, the requirement of monthly reporting by the C/S to district and provincial authorities was retained.

In 2005, a number of assessments were made with Seila Program involvement, to review and evaluate systems, structures and procedures so as to improve their effectiveness. These include:

- A review of the district integration process guidelines, and their implementation in the planning cycle of 2006. This resulted in revised guidelines, which were discussed with the provinces at the Seila National Workshop in on 12-13 September 2005, and later on, more detailed discussion organized by MoP was held in KRT with all 24 provincial department of planning on exchange of experience on the implementation of PIF allocation processes, and DIW 2005 preparations and use of CDPD to prepare prioritized activities lists for discussions with line departments.
- Following the assessment of the Commune/Sangkat and Provincial/Municipal office of Local Administration (PLAU) reporting, an instruction on how to write the regular Commune/Sangkat Report was prepared and put in use for all 24 PLAU and Communes/Sangkats in July 2005 to improve the quality of, and increased the usefulness of the information provided in the Commune/Sangkat report.
- In collaboration with the ADB project, Seila/PLG prepared a training manual and training materials to support the civil registration training for the C/S.
- Program Review Mission from Danida/DfID on current Danida program and status of design for new five year NREM facility and four components;

3.2 National level workshops focusing on periodic reviews of RGC systems for decentralisation and deconcentration, and Seila Program systems	Workshop reports
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Undoubtedly one of the most strategic achievements of the Seila Program was the ability to consistently organize focused national workshops with output oriented agendas in the khmer language that regularly brought together the key government stakeholders related to core aspects of the D&D reforms. The sum total of these national workshops was a continuous, focused, forward looking, national dialogue on both RGC and Seila systems supporting the D&D reforms. Over the six years of program implementation there was an annual average of 7 national workshops organized by either the STFS or STF member Ministries focused on core systems which were attended by the most relevant national and provincial government officials to the system concerned. PLG Advisors played a major role in the design, organization and documentation of the workshops but all workshops were lead by government with the PLG advisors participating as observers and facilitators. These include the following:

1. Annual National Workshop on Formulation of the Seila AWPB covering resource allocations for the following year, policy guidance from national level on D&D reforms and discussion and agreement on strategic priorities. The workshops were organized by the STFS; opened by the Senior Minister/Minister of Economy and Finance; closed by the Deputy Prime Minister/Minister of Interior; attended by senior officials of 8-12 national Ministries; all Seila focal points; all Governors/Deputy Governors and Department Chiefs of the four ExCom Units in 24 provinces; 7-12 development partners and NGOs.
2. Annual National Workshops to review the Seila Finance and Admin Manual and formulate improvements to the system. The workshops have been organized by the Ministry of Economy and Finance and attended by all 24 Provincial Finance Department Directors.
3. Quarterly attendance at National Treasury monthly meetings to discuss issues related to CS Fund financial management and accounting. Meetings organized by National Treasury and attended by all 24 provincial treasury directors.
4. Annual and periodic national workshops/meetings to discuss progress on decentralization, identify training priorities for CS Councils, review guidelines related to both commune and district regulations and proceures and formulate national priorities. These workshops/meetings were organized by the Ministry of Interior/Department of Local Administration and attended by all Chiefs of the Local Administration Units in the 24 provinces.
5. Two to three National Workshops per year to review planning systems and guidelines at provincial and commune level, the district integration process, commune data base, commune development planning database and data analysis. The workshops were organized by the Ministry of Planning and attended by all 24 provincial Directors of Planning.
6. Annual National Workshop to review progress of the Seila Gender Mainstreaming Strategy and formulate strategic priorities for the following year. The workshops have been organized by the Ministry of Women's Affairs and attended by all 24 Departments of Women' Affairs, Governors/Deputy Governors and key officials of the Executive Committee.

7. Annual National Workshop to review the provision of technical support services to the CS Councils; technical design of CS projects; use of the Seila Template Program and the Project Information Database; and formulation of strategic priorities for the following year. The workshops were organized by the Ministry of Rural Development and attended by all 24 Provincial Directors of Rural Development.

8. Semi-annual, Agriculture Policy Guidance Meetings to review progress on implementation of D&D agricultural development, formulate annual work plans and agree on strategic priorities for the future. These meetings were organized by the Ministry of Agriculture and attended by some or all provincial agriculture directors.

In addition to the above, by virtue of the Seila Secretary General being assigned by the Prime Minister to coordinate the formulation of the Strategic Framework on D&D, a national workshop was organized in April 2005, opened by the Prime Minister and attended by the entire senior tier of the RGC, all 24 Governors, the majority of the development partners and NGOs to review and formulate recommendations on the draft Strategic Framework.

Finally, one-off national workshops around project specific issues relating to NREM, water resource management, social development, accountability working groups and other features of the Seila program were also organized over the years.

3.3 Lessons from the Seila Program for decentralisation and deconcentration contributes to national policy making	Analysis of reports, announcements, ministry records and policy statements, government officials' speeches
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Decentralization and Deconcentration

The primary evidence of Seila's contribution to national policy on decentralisation and deconcentration is contained in section 1.1 on legal instruments that have been adopted related to the regulatory framework for decentralization and deconcentration. The government's recognition of Seila's contribution to D&D policy has been demonstrated through numerous speeches by the Prime Minister, Deputy Prime Minister and other Senior Officials at various fora. Recognition of the important role of the Seila Program is illustrated by the Prime Minister's nomination of the STF Secretary-General as the chair of the working group to formulate the D&D strategy beyond 2005.

Sub-national management systems

At the end of the Seila program, the government was only beginning to draft the Organic Law on the role of the province and district and as such Seila experience at this level has not yet been reflected in policy. Nevertheless, the comprehensive systems and capacities that have been established by sub-decrees and prakas related to budgeting, planning, programming, procurement, financial management, implementation, administration, monitoring and reporting that have been continuously strengthened and utilized for the delivery of over \$ 100 million of assistance since 1999 represent an enormous contribution to the policy work ahead.

Agriculture

The D&D framework for agricultural development formulated through collaboration between the Ministry of Agriculture, Seila and AusAID on the IFAD-financed ADESS project has established a solid foundation for further policy development. In summary, the framework is based on a triangular arrangement which has assigned policy, strategy and oversight roles to the Ministry; execution roles to the province under the Governor; and planning and implementation to the provincial department. In addition, the framework has devolved the delivery of extension-based services to the district level; engages the C/S Council in local planning and identification of needs; involves the formation of farmer associations; and is piloting commune extension workers. While not yet adopted as policy, the framework is beginning to influence the direction of policy,

In August 2004, a series of meetings was held between MAFF, the CAAEP project and PLG, to develop policy guidelines and a strategy for the use of PIF allocations to agriculture in direct support to priority interventions in Commune Agriculture Plans that have been developed through Agro-ecosystem Analysis methodology. So far there are 250 communes in 14 provinces receiving specific extension services addressing priorities generated from the local planning and analysis. This approach can act as a precursor for Ministry-lead policy guidance related to D&D approach applied to PIF. MAFF has issued a policy statement endorsing the AEAs as a basis for formulating district extension activities, to be financed through the available resources.

3.4 Seila Program experience with cross-cutting issues (poverty alleviation, NREM and gender mainstreaming) reflected in policy and practices	Statements, meeting reports, evaluation studies
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The following steps have been undertaken to support the incorporation of the Seila Program experience with cross-cutting issues into policy and practice.

- **Poverty alleviation.** The Seila Program did not develop a separate poverty alleviation strategy, but opted instead to support the Government's poverty alleviation strategy through developing guidelines for better targeting of Seila Program resources for poverty alleviation, thereby helping to localize centrally formulated sector strategies. In 2004, a study was made of the strategic response to poverty alleviation through the Seila framework. The study concluded that the local level investments have contributed to improved opportunities, capabilities and potential for increased income, but with little evidence on contribution to reduced vulnerability. An important contribution at sub-national levels has been the development of new mechanisms and procedures for managing local development.
- **NREM.** The Seila Program NREM strategy was formulated in 2002-3 and began implementation in 2004 through the Danida funded CCB-NREM project. The CCB-NREM brought together the NREM mainstreaming reform processes, land administration and land management (component B) and the component of decentralization and deconcentration (component A). The primary linkages between the two sub-components are the implementation of both NREM and land management activities through multi-sectoral provincial institutions and development of existing tools and methodologies.
- **Gender mainstreaming.** The evaluation on the Seila Gender Mainstreaming Strategy (2001-2005) conducted by Brereton in 2005 has been well covered in the report is the primary source for information on impact of Seila's efforts in this regard. The achievements relating to engendering the decentralized regulatory framework, engendering the commune planning process and disseminating gender awareness through a range of strategies has been substantial but unfortunately less recognized by donors.

3.5 Strategic dialogue on decentralisation and deconcentration informed by Seila Program experience	Strategic study reports
	Seila Forum reports

Much of the strategic dialogue that is informed by the Seila Program experience with decentralisation and deconcentration took place in occasional meetings of Seila/PLG program advisors, at both national and provincial level, and with national and provincial policy-makers through informal and formal means. Seila Program experience is also often conveyed in meetings with advisors in other programs and projects, to project appraisal missions and other visits of interested parties to the Seila Program office. Even though it is hard to quantify, there is little doubt that such meetings are a major conduit for conveying the Seila Program experience.