Royal Government of Cambodia
National Committee for Democratic Development at Sub-National Level

NCDD CAPACITY DEVELOPMENT PLAN FOR 2012

NCDDS 2012

ព្រះរាជាណាចក្រកម្ពុជា
ជាតិ សាសនា ព្រះមហាក្សត្រ

គណៈកម្មាធិការជាតិសម្រាប់ការអភិវឌ្ឍតាមបែប
ប្រជាធិបតេយ្យនៅថ្នាក់ក្រោមជាតិ (គ.ជ.អ.ប)
លេខាធិការដ្ឋាន
អង្គភាពវិភាគ និងអភិវឌ្ឍន៍គោលនយោបាយ
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រាជធានីភ្នំពេញ ថ្ងៃទី ៣០ ខែ មីនា ឆ្នាំ២០១២

សូមគោរពជូន
ឯកឧត្តមប្រធានលេខាធិការដ្ឋាន គ.ជ.អ.ប

តាមរយៈ : ឯកឧត្តម ង៉ាន់ ចំរើន អនុប្រធានប្រតិបត្តិរបស់លេខាធិការដ្ឋាន គ.ជ.អ.ប

កម្មវត្ថុ : ស្នើសុំពិនិត្យ និងសម្រេចលើផែនការអភិវឌ្ឍសមត្ថភាពរបស់ គ.ជ.អ.ប ប្រចាំឆ្នាំ២០១២។

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សេចក្តីដូចមានចែងក្នុងកម្មវត្ថុ និងយោងខាងលើ ខ្ញុំសូមជម្រាបជូនឯកឧត្តមថា ដោយសហការ និងសម្របសម្រួលជាមួយអនុកម្មវិធីនានារបស់ផអព អង្គភាពវិភាគ និងអភិវឌ្ឍគោលនយោបាយរបស់លេខាធិការដ្ឋាន គ.ជ.អ.ប បានរៀបចំ និងចងក្រងសេចក្តីព្រាងផែនការអភិវឌ្ឍសមត្ថភាពប្រចាំឆ្នាំ២០១២ របស់គ.ជ.អ.ប។ ដើម្បីងាយស្រួលក្នុងការអនុវត្ត និងតាមដានការអនុវត្ត ក្រុមការងារបានរៀបចំដោយបែងចែកប្រធានបទនៃការអភិវឌ្ឍសមត្ថភាពតាមអនុកម្មវិធី នីមួយៗ។ ជាមួយគ្នានេះ ផែនការអភិវឌ្ឍសមត្ថភាពនេះ ក៏បានបញ្ចូលនូវប្រធានបទនានាដែលរាជធានី ខេត្តបានកំណត់សម្រាប់ការអភិវឌ្ឍសមត្ថភាពនៅក្នុងរាជធានី ខេត្តរបស់ខ្លួននីមួយៗផងដែរ។

ដើម្បីធានា ខ្លឹមសារ ពេលវេលា ចំនួនថវិកាដែលមានរៀបចំមានលក្ខណៈត្រឹមត្រូវតាមការគ្រោងទុក និងស្របតាមការកំណត់ក្នុងផែនការសកម្មភាព និងថវិកាប្រចាំឆ្នាំ២០១២ អង្គភាពវិភាគ និងអភិវឌ្ឍគោលនយោបាយបានរៀបចំកិច្ចប្រជុំជាមួយអនុកម្មវិធី និងអ្នកពាក់ព័ន្ធទាំងអស់នៅថ្ងៃទី២៧ ខែមីនា ឆ្នាំ២០១២ កន្លងទៅនេះ។ ជាលទ្ធផល ផែនការអភិវឌ្ឍសមត្ថភាពរបស់ គ.ជ.អ.ប ប្រចាំឆ្នាំ២០១២នេះ មានចំនួន ៧៨ប្រធានបទ ក្នុងនោះ អនុកម្មវិធីទី០១មានចំនួន២៣ប្រធានបទ អនុកម្មវិធីទី២មានចំនួន០៨ប្រធានបទ អនុកម្មវិធីទី៣មានចំនួន០១ប្រធានបទ អនុកម្មវិធីទី៤មានចំនួន០៦ប្រធានបទ អនុកម្មវិធីទី៥មានចំនួន០៥ប្រធានបទ អនុកម្មវិធីទី៦មានចំនួនចំនួន០១ប្រធានបទ និងប្រធានបទដែលរាជធានី ខេត្តបានកំណត់សម្រាប់ការបណ្តុះបណ្តាលនៅរាជធានី ខេត្តរបស់ខ្លួនផ្សេងៗគ្នាមានចំនួនសរុប៣៤ប្រធានបទ។ ជាមួយគ្នានេះ ដើម្បីគាំទ្រដល់ការអនុវត្តការអភិវឌ្ឍសមត្ថភាពនេះ នឹងត្រូវចំណាយថវិកាប៉ាន់ស្មានសរុបប្រមាណចំនួន ១,៨៦៣,៦១៩ដុល្លារ ដែលថវិកានេះ ត្រូវបានគ្រោងក្នុងផែនការសកម្មភាព នឹងថវិកាប្រចាំឆ្នាំ២០១២រួចហើយ។

បន្ទាប់ពីទទួលបានការពិនិត្យ និងឯកភាពពីថ្នាក់ដឹកនាំ គ.ជ.អ.ប ផែនការអភិវឌ្ឍសមត្ថភាពរបស់ គ.ជ.អ.ប ប្រចាំឆ្នាំ២០១២ នេះនឹងត្រូវប្រែសម្រួលជាភាសាអង់គ្លេស និងផតចម្លង និងបែងចែកទៅគ្រប់ក្រសួង ស្ថាប័នអនុវត្តអនុកម្មវិធី ក្រសួង ស្ថាប័នសមាជិក គ.ជ.អ.ប រដ្ឋបាលរាជធានី ខេត្ត និងអ្នកពាក់ព័ន្ធផ្សេងទៀត។

អាស្រ័យហេតុនេះ សូម **ឯកឧត្តម** មេត្តាពិនិត្យ សម្រេចដោយអនុគ្រោះ។

សូម **ឯកឧត្តម** ទទួលនូវគារវកិច្ចដ៏ខ្ពង់ខ្ពស់អំពីខ្ញុំ។

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ង៉ាន់ ចំរើន

ប្រធានអង្គភាព
វិភាគ និងអភិវឌ្ឍគោលនយោបាយ

ងាន់ សុផា

Content

List of Acronyms

AWPB	Annual work plan and budget
CC	Commune Council
CCWC	Commune Committee for Women and Children
CD	Capacity Development
CDA	Capacity Development Advisor
CDB	Commune Database
CP	Capital/Province
CP-CDT	Capital/Province CD Team
CS	Commune/Sangkat
CSO	Civil Society Organization
D&D	Decentralization and Deconcentration
DIS	District Information System
DIW	District Integration Workshop
DoLA	Department of Local Administration
DoWa	District Women Affaires Office
DSA	Daily Subsistence Allowance
EU-SPACE	EU Program to Support Participation and Civic Engagement
GADC	Gender in Development in Cambodia
GPS	Global Positioning System
IP3	Three Year Implementation Plan
IT	Information Technology
LFD	Local Finance Department
M&E	Monitoring and Evaluation
MAFF	Ministry of Agriculture Forestry and Fisheries
MDK	Municipality District Khan
MEF	Ministry of Economic and Finance
MoEYS	Ministry of Education Youth and Sport
MoH	Ministry of Health
MoI	Ministry of Interior
MRD	Ministry of Rural Development
NAD	National AWPB Database
NCDD	National Committee for Democratic Development at Sub National Level
NCDDS	NCDD Secretariat
NCDT	National Capacity Development Team
NGO	Non Governmental Organization
NLC/S	National League of Commune Sangkat
NP-SNDD	National Program for Sub National Democratic Development
NSSWG	National Social Service Working Group
PDB	Personnel Data Base
PDEF	Provincial Department of Economic and Finance
PDoWA	Provincial Department of Women Affaires
PFA	Provincial Finance Advisor
PID	Project Implementation Database
PIM	Project Implementation Manual

PITO	Provincial Information Technology Officer
POC	Priority Operating Cost
RGC	The Royal Government of Cambodia
SNA	Sub national administration
SNIF	Sub National Investment Facility
SP	Sub Program
SPMU	Sub Program Management Unit
SWG	Safeguards Working Group
TNA	Training Needs Assessment
ToR	Term of Reference
ToT	Training of Trainer
TSO	Technical Support Officer
USD	United State Dollar
WCCC	Women and Children Coordination Committee

Introduction

IP3 is the first 3-year implementation plan of the 10-year National Program for Sub National Democratic Development (NP-SNDD) of the Royal Government of Cambodia (RGC). The IP3 focuses on the establishment of the national structure, the management system including the establishment and capacity development of SNA, in particular the MDK administration. In order to strengthen the MDK administration and implement good governance, local development, public service delivery effectively and efficiency in accordance with democratic development there is a need for capacity development. Structures and management systems has been developed and implemented at the sub national level, which requires a higher level of capacity for strengthening the human resources development and organizational development.

Capacity development is a main component in achieving the objectives of the SNA reform. Training and capacity development is key supporting the implementation of the national program for democratic development. NCDD has already provided capacity development interventions for the sub national administration, but the capacity of the SNA is still limited and it is therefore a need for further support in particular on the implementation of the roles and responsibilities of SNAs, and for an increased level of knowledge on legislative documents. In order to better support SNA to perform their roles and responsibilities it is required to further develop the capacity of SNA.

NCDD-S have identified the importance of capacity development and developed the NCDD Capacity Development Plan 2012 to coordinate and consolidate all capacity intervention of each sub programs and SNA administrations in order to set up specific annual CD plan for democratic development in Cambodia. This consolidated document will help to coordinate CD interventions of each sub program and CP, and to clarify the CD requirement for SNA to all stakeholders involved in the reform.

The NCDD CD Plan 2012 is designed to incorporate all the training activities within the SP and CP. Each activity includes a background, key topics, strategies, timeframe and an estimated budget. The plan is based on the approved AWPB of each sub program and CP including functional analysis, capacity need assessment and input from CSO, it might not fully respond to the needs of all stakeholders whereas NCDD welcomes feedback from all stakeholders.

In response to the above needs, each sub program of IP3, NCDD have planned training activities as part of the capacity development plan for national and sub national administrations. The training includes the following topics:

Sub Program 1 : NCDD Secretariat

1.1. CD baseline for MDK administration
1.2. CD framework for IP3
1.3. Orientation to new NCDDS staff
1.4. Democratic accountability and role of NCDDS advisor
1.5. Orientation for CP and MDK council mentors
1.6. Workshop on mentoring strategy for SNA council
1.7. Workshop on key principles of democratic development for C/S councilors
1.8. National forum for sharing international experiences on relationship between council and board of governor
1.9. Monitoring and Evaluation for CP administration
1.10. Monitoring and Evaluation for sub programs
1.11. Database and Information technology
1.12. Refreshment training on IP3 Personnel Database (PDB)
1.13. Annual Work Plan and Budgeting Monitoring Database (AWPB-DB)

1.14. Preparing for Annual Work Plan and Budgeting through Database system for sub-program and capital/province
1.15. Leadership and networking
1.16. Gender mainstreaming and gender analyzing tools for sub program of IP3
1.17. Strengthening role of permanence deputy member of WCCC and gender mainstreaming at SNA
1.18. Using tools for DCP, Concret testing,Topography, EPS
1.19. Orientation workshop for internal auditors of NCDDS
1.20. Safeguard policy/technical standards for project preparation implementation at SNA
1.21. NCDDS internal management and coordination system
1.22. Training for MDK advisor
1.23. Function transferring to SNA

Sub Program 2: Ministry of Interior

2.1. Municipal/District fund project implementation
2.2. Municipal/District/Khan Administration
2.3. Organizational Development Orientation
2.4. Organizational Development Skill
2.5. Gender concepts and analysis tools in capacity development
2.6. Capacity development skill, gender concepts and analysis tools in capacity development
2.7. Capacity development skill and gender concepts
2.8. Social services for WCCC and CCWC

Sub Program 3 : Secretariate of State for Civil Servance

3.1. Dissemination on policy and principles on the management of SNA human resources

Sub Program 4 : Ministry of Economic and Finance

4.1. Training on IP3's Financial Management System
4.2. Training on municipality/district's Financial Management System
4.3. Training on implementation of DMK transitional budget 2012
4.4. Workshop on reviewing training document and SNA financial management system manual
4.5. Refresher training on DMK accounting system and payment procedures
4.6. Training on capital/province/municipality/district/Khan's annual budget closure

Sub Program 5 : Ministry of Planning

5.1. C/S Development plan
5.2. PID for SNA development plan
5.3. CP investment forum and DIW including methods to respond gender and gender mainstreaming
5.4. Village and C/S data base for sub national and national needs
5.5. Development of C/S MDK and CP profile

Sub Program 6 : NLC/S

6.1. Basic concept of local governance association (theory and practice)

Each CP have planned CD training activities to meet their respectively needs. In total, there are 34 activities planned for:

1. Refresher training on C/S project implementation
2. Refresher training on CIP
3. Refresher training on C/S admin and finance procedure
4. Refresher training on democratic C/S administration management
5. Refresher training on safeguards policy

6. Refresher training on planning, M&E and reporting system of IP3
7. Training on 2012 budget closing and 2013 budget preparation
8. Training on village and commune database preparation and dissemination
9. Training on information technology
10. Reflection workshop on the implementation of IP3 at provincial level
11. Training on Management and M&E concept
12. Refresher training on good governance for C/S administration
13. Refresher training on role and responsibility of CCWC and social services
14. Training on CP MDK investment program within gender mainstreaming
15. Training on small scale proposal writing
16. Training on C/S evaluation and data collection
17. Refresher training on monitoring C/S project implementation
18. Refresher training on using the tools for infrastructure project (basic knowledge for infrastructure projects)
19. Refresher training on training skills and gender in capacity development
20. Reflection workshop on the implementation of commune councils functions and their capacity
21. Training on M&E for MDK administration
22. Orientation on PID, DIS, PDB CDB and BID system
23. Dissemination on human resources management policy and inventory
24. Refresher training on C/S contract administration and infrastructure project
25. Orientation on office management
26. Training on facilitation skills for district women affairs office to support C/S women and children focal persons and CCWC
27. Training on procurement procedure
28. Refresher training on study and technical standards for C/S projects
29. DM data collection in 2012
30. Training on leadership
31. Training on NP-SNDD, IP3 to provincial councilors and line departments
32. Training AutoCAD
33. Training on role and responsibility of SNA
34. Refresher training village chief working procedures

SUB PROGRAM 1

Part 1
Sub program 1 "NCDDS"

NCDDS is the institution responsible to implement sub program 1 and 1b by providing capacity development to national and sub national administrations in 23 different areas described below:

1.1. CD baseline for MDK administration (Code 1.4.1.3.)

A). Background
The key objective of the IP3 is to develop capacity of the SNA especially for MDK administrations to become autonomous local authorities responsible for service delivery and local development. In the current situation, the MDK administration has limited capacity to implement democratic reforms and policies related to service delivery and local development. Therefore, the capacity development in IP3 is mainly focusing on the sub national administration.

To measure the progress of MDK capacity, training on CD baseline for MDK administration is included in the NCDD CD Plan, 2012.

B). Key components of training include:

Overview of CD baseline concepts
- Capacity and capacity assessment tools
- CD baseline data collection process
- Supporting mechanism

An inter-ministerial working group will be established with representatives from NCDDS, MoI, MoP, MEF, SSSC, NLC/S, and CAR. The mandate of this working group is to review the organic law and other legislative documents to develop questionnaires and indicators for MDK capacity assessment. The group shall also develop a CD baseline manual and training methodology to be submitted to NCDDS management for review and approval.

c). Strategy
The Policy Analysis and Development Unit and the working group will organize 'cascade' training as described below:
- National ToT : the national ToT will be organized for 72 CP trainers. Each CP will send 3 trainers to participate (one CP CDA, one C/P CD team member, and one CP IT officer). This 2-days national ToT will be divided into two groups each consisting of 36 participants.
- CP CD Team Training: After participating in the national ToT, the participants from each CP will organize training at CP level for the CD teams including MDK advisors and MDK IT officers. This training is 2 days.

d). Timeframe
- Jan to Feb 2012 : Document preparation
- Mar 2012 : National ToT
- Mar 2012 : CP training

e). Estimated budget
- National ToT : 8.082USD
- CP Training : 6.652 USD

Total : 14.744USD

1.2. CD framework for IP3 (code 1.1.1.6.)

A). Background

IP3 is an implementation plan of the national program (NP-SNDD) the RGCprogram focusing on strengthening the capacity of all levels of government structures (from national to C/S). It is noted that capacity development is a key factor to acheive the objectives of the reform at both national and sub national level. Thus all sub programs in the IP3 are focusing on capacity development it is important that all CD interventions are well facilitated, coordinated and follow the legislature and national policies set to meet the prioritized areas,

The national framework for capacity development is a structural guide describing basic concepts on human resources development in IP3. This framework highlight key objectives of capacity development including the definitions, scope , relevant stakeholders, strategy, management and coordination of CD processes. Based on this point of view, NCDDS is going to review and revise national frameworks on capacity development of IP3 and then provide training to all stakeholders. Thus, NCDDS includes training course on national frameworks on capacity development of IP3 in NCDD CD Plan 2012.

B). Key topics

This training will cover topics as:

- Capacity development systems
- Capacity development management and strategies
- Capacity development planning, reporting and methodologies
- Gender mainstreaming in capacity development
- Monitoring and evaluation in capacity development
- Capacity development service providers
- Capacity transferring from advisors and contract staffs to government staffs

The capacity development team, SNA human resources of policy analysis and the development division of NCDDS will coordinate the review and revision of the national framework on capacity development in IP3. The review and revision.process is to consult with all sub programs of IP3 and the sub committees of sub-national personnel of NCDD. After review and revision, NCDDS will submit to NCDD management for approval. When approved by NCDD management, the capacity development team and SNA human resources office will develop the training material.

C). Training strategy

Policy analysis and development unit of NCDDS will conduct training as described below:

- **Training for line ministries**: representative of line ministries, especially representatives from all sub programs will be trained. Each line ministry and sub program should send 3 representatives to participate in the 2-day training.
- **National ToT**: 72 CP trainers will be invited to a joint national ToT. Each CP should send 3 trainers to participate in the 2-day ToT (2 from CD team and the CD advisor). It will be divided in 2 classes.
- **Provincial Training**: After participating in the national ToT, the team from each CP will provide training to CD team members in their CP including the MDK advisors.

D). Time frame

- Apr-May 2012 : Review and revise the CD framework
- June 2012 : Preparation of training material
- July 2012 : Training for line ministries and national ToT
- Aug 2012 : Provincial training

E). Estimated budget

- Training of line ministries : 300USD
- National ToT : 6500USD

Total : 6800USD

1.3. Orientation to new NCDDS staff (code 1.1.2.1.2, 1.1.2.1.3)

A). Background

Referring to Prakas of NCDD No.165, BK dated 15 Dec 2011 on Establishment, Organization and Functioning of NCDDS and Prakas of MoI No.685 BK dated 06 March 2012 on the civil servant appointment, NCDDS will have the structure and staff to perform certain functions.

To ensure staff has required capacity to take up their role and responsibilities, capacity development is important and urgent on various topics related to the Organic Law, NP-SNDD, IP3 and 2012 AWPB. NCDDS has therefore decided to include an orientational training to new NCDDS staff in the NCDD CD Plan for 2012.

B). Key documents

- Organic Law
- NP-SNDD
- IP3
- AWPB 2012
- ToR of NCDDS advisors and contract staff

Capacity development and SNA human resources of policy analysis and development division of NCDDS will coordinate with the CD team of SP2 to develop training materials and conduct the training.

C). CD strategy

The working group of NCDDS and MoI will conduct a 3-day orientation training for all new NCDDS staff at national level.

D). Timeframe

- Apr 2012 : Reveiw and revise training materials
- May 2012 : Training

E). Estimated budget

- Training : 1200USD

Total : 1200USD

1.4. Democratic accountability and the role of NCDDS advisors (code 1.1.2.1.5, 1.2.1.1.5)

A). Background

Referring to Prakas of NCDD No.165, BK dated 15 Dec 2011 on Establishment, Organization and Functioning of NCDDS, the structure of NCDDS is revised. NCDD-S has recruited advisors who have taken up their positions. The recruitment process strictly followed NCDDS procedures and regulations described in the administration and finance manual. Still some of the capacity advisors and contracted staff have limited knowledge of key principles of democratic development, democratic accountability and how to effectively transfer knowledge and skills to government staff.

Thus, to ensure that each advisor have the full capacity to provide technical support to NCDDS following their ToR, NCDD-S has decided to include a training module on democratic accountability and the role of advisors in NCDD CD Plan for 2012.

B). Key topics

Democratic Accountability and role of advisor key contents are:

- Concept of democratic development
- International experiences on democratic accountability
- Legal frameworks to promote democratic accountability
- Implementation of democratic accountability in Cambodia
- Ways to promote democratic accountability in Cambodia
- Role of advisor
- ToR of advisors
- Government staff capacity development
- How to transfer knowledge to government staffs

The capacity development team and SNA human resources of policy analysis and development division of NCDDS will coordinate with the EU-SPACE program to develop training materials, and then submit to the NCDDS management for approval.

C). CD strategy

After getting approval from NCDDS management, the working group will conduct direct training to all national and provincial advisors of NCDDS and NCDDS staffs. The training will be divided into 5 groups as described below:

- Group 1 : 23 advisors from Sub program 1 (NCDDS), and 11 advisors from other sub programs (in total 34 participants)
- Group 2 : 24 PPMA and 24 CP financial advisors (totally 48 participants)
- Group 3 : CP capacity development advisors (43 participants)
- Group 4 : CP M&E advisors (24 participants) and CP infrastructure advisors (24 participants)
- Group 5 : NCDDS staff and other sub program staff

D). Timeframe

- March – Apr 2012 : develop training material
- May – July 2012 : Training

E). Estimated budget

- Training : 75000USD

Total : 75000USD

1.5. Orientation for CP and MDK council mentors (code 1.5.2.1.5)

A). Background

Besides implementing the Sub-program 1, NCDDS is responsible to carry out sub-program 1b ensuring that SNA councils are representative, accountable and efficient through putting in place the supporting and coaching system. While implementing this sub-program, NCDDS will be responsible for recruiting 24 Capital and Provincial council facilitators and 55 facilitators for Municipality, District and Khan Councils. The recruitment process is competitive to ensure having qualified facilitators to help developing the SNA council capacity. It is crucial to have orientation training sessions for those facilitators before they start their work.

NCDDS will include the orientation session for the SNA council facilitators in the NCDD capacity development plan for 2012.

B). Topics of the training

The training will cover key topics as following:

- Law on administration of Capital Province Municipality District and Khan
- All relevant regulations of SNA
- Technical document on council meetings
- Technical document on public dissemination and consultative forums
- Coaching techniques

The Office of SNA capacity development and human resources of the Policy Analysis and Development Division of NCDDS will coordinate with the national capacity development team and EU-SPACE team to prepare training materials and procedures for the training.

C). Strategies

The Policy Analysis and Development Division of NCDDS and the national capacity development team will conduct direct trainings to the SNA council facilitators (79 facilitators) in two classes or by two regions, which comprise 38 facilitators in each class. The training will take 5 days.

D). Schedule

- March 2012 : Preparation of training materials
- April 2012 : Conducting training sessions

E). Estimated budget

- Capital and Provincial Council Facilitators : $10,100
- MDK Council Facilitators : $14,520

Total : $24,620

1.6. Workshop on mentoring strategy for SNA council (code 1.5.2.3.2)

A). Background

Besides implementation of Sub-program 1, NCDDS is responsible for carrying out sub-program 1b ensuring that SNA councils are representative, accountable and efficient through putting in place the supporting and coaching system. When implementing this sub-program, NCDDS will be responsible for recruiting 24 Capital and Provincial council facilitators and 55 facilitators for Municipality, District and Khan Councils. The recruitment process is competitive to ensure having qualified facilitators to support developing the SNA council capacity it is important to have orientation training sessions for those facilitators. Following the implementation of SNA council coaching, it is necessary to reflect on the experience and lessons learned of this new coaching approach. It is therefore important to review and further improve the method.

NCDD-S includes the workshop with facilitators on coaching strategy for SNA councils in the NCDD capacity development plan in 2012.

B). Topics of the training

The main topics will be the following:

- Methodologies of coaching
- Coaching tools
- Technical documents
- Strategies
- Lessons learned and experience gained

The Office of SNA capacity development and human resources of the Policy Analysis and Development Division of NCDDS will coordinate with the national capacity development team and EU-SPACE team to organize the training.

C). Strategies

The Policy Analysis and Development Division of NCDDS and the national capacity development team will organize two regional workshops with CP and MDK council facilitators to reflect and review the coaching implementation. In the workshops, with participants from all CP and MDK council facilitators, strategies and procedures for organizing workshops for CS Councils at MDK on key principles of democratic development and civic engagement will be discussed. Each workshop will take 2 days..

D). Schedule

- August 2012 : Workshop 1
- November 2012 : Workshop 2

E). Estimated budget

- Estimated budget : $17,224

Total : $17,224

1.7. Workshop on key principles of democratic development for C/S councilors (code 1.5.2.3.3)

A). Background

Besides implementation of Sub-program 1, NCDDS is responsible for carrying out sub-program 1b ensuring SNA councils are representative, accountable and efficient through putting in place the supporting and coaching system. When implementing this sub-program, NCDDS will be responsible for recruiting 24 Capital and Provincial council facilitators and 55 facilitators for Municipality, District and Khan Councils. In addition to the implementation of coaches for MDK councils, the MDK council facilitators also play an important role in building capacity of the communes and Sangkats. The NCDD, therefore, include training on key principles of democratic development for communes and Sangkats in its capacity development plan for2012.

B). Topics of the training

The training covers the following topics:

- Principles of democratic development
- Preparation of council meetings
- Preparation of public consultative forums
- How to promote participation

C). Strategies

With support from CP council facilitators, the MDK council facilitators will coordinate the training in each MDK. The commune/Sangkat councilors will be invited to attend the workshop at MDK. Two 1 day workshops will be organized.

D). Schedule

- July 2012 : Workshop 1
- October 2012 : Workshop 2

E). Estimated budget

- Estimated budget : $19,400

Total : $19,400

1.8. National forum for sharing international experiences on the relationship between council and board of governor

A). Background

The democratic development reform is a serious and long-term commitment of the Royal Government of Cambodia in restructuring the sub-national administration system by creating councils as an important governance body, which comprises different political ideas and developmental concepts. Through this reform, the RGC has enacted laws and other regulations related to administrative structures, roles, responsibilities and power relations of the councils, board of governors and other relevant units at the SNA. The reform is relatively new and therefore capacity development is required to ensure progress of the reform. The CD includes learning by doing both for the councils and for the board of governor.

The three-year implementation plan (IP3) is particularly focusing on capacity development of the municipality and district administration. As planned in the 2012 AWPB, the NCDDS will organize a national workshop or forum to exchange experiences of SNA from other countries. The NCDDS will cooperate with the EU-SPACE program to invite city councilors from Germany to present and share experiences on local administration.

B). Topics

The national workshop will cover key topics as following:

- SNA institutions
- Inter-governmental relation
- Decision-making processes of SNA
- Monitoring and oversight SNA

C). Strategies

The Policy Analysis and Development Division of the NCDDS will collaborate with EU-SPACE to organize a one-day workshop, with participants from 110 councilors of the Capital, Provinces, Municipality, District and Khan. Those councilors include 72 Capital and Provincial Councilors (3 councilors per capital and each province of which one are a female councilor and one a councilor from an opposition party) and 48 MDK councilors. The councilors who participate in the workshop are expected to share experiences and lesson learned with councilors who did not participate.

D). Schedule

- March 2012

E). Estimated budget

- Estimated budget : 9,280USD

Total budget : 9,280USD

1.9. Monitoring and Evaluation for SNA (code 1.4.2.1.5)

A). Background

The division of Monitoring and Evaluation and Information of NCDD-S has an obligation to coordinate monitoring and evaluation of the implementation of the national program for sub-national democratic development for the 6 sub-programs (SP) and the sub-national administrations (SNAs). The monitoring and reporting capacity of SNAs is limited and the M&E division will organize a national training in Phnom Penh with the objective to improve the capacity of sub-national administration on monitoring and reporting. This training is a training of trainers (ToT), and will be conducted for participants from all the 24 capital/provinces of Cambodia.

B). Key topics

The training will contain of following components÷

- Concepts and practices of monitoring and evaluation
- Presentation and explanation on revised SNAs IP3 report format
- Presentation and explanation on updated monitoring tools for SNAs

The training will be organized and offered by M&E advisors and officers of monitoring evaluation and information unit of NCDDS. The organizer will discuss with capital/provincial stakeholders to find out issues and challenges on monitoring and preparation of IP3 report for preparing materials for the training.

C).Training strategy

The training will be conducted following the strategies below:

- National ToT: training of trainers for the 24 capital/provinces on M&E will be organized with a target number of 72 participants (3 participants per capital/province including capital/provincial M&E advisor, director of planning and investment division, and an officer who is responsible for reporting in planning and investment division. This training is scheduled to be conducted in a hotel in Phnom Penh for a period of 3 days.
- CP Training: after attending the national ToT, trainers from each province should conduct provincial training for all relevant stakeholders at provincial level.
- DMK training: Besides provide training for provincial ME staff, CP trainers will also provide training for the MDK level. The target group for the training is the DMK advisors and officers in the commune support office. The training is organized to accommodate staff who needs to understand the process of monitoring and reporting for the program at MDK level.

D). Schedule

- March - May 2012 : Review, discuss, and prepare training materials
- June 2012 : Organize training in Phnom Penh Capital

E). Estimated budget

- National ToT : 9950 USD
- CP and MDK training : 23000USD

Total : 32950 USD

1.10. Monitoring and Evaluation for sub programs (code 1.4.2.1.8)

A). Background

The role and responsibility of the Monitoring, Evaluation and Information Division (M&E-I) is:

(i) Develop and implement a M&E framework to monitor and evaluate the design and implementation of the legal framework for sub national democratic development, national program and national implementation plan,

(ii) Design, operate and update the baseline database management system for the design and implementation of M&E on the implementation of legal framework for sub national democratic development, national program and national implementation plan by using information technology,

(iii) Design and implement a framework for the study, research and survey on impacts of the implementation of the legal framework, national program and national implementation plan to measure the level of achievements against objectives and goals of the sub national democratic reform,

(iv) Prepare reports on the implementation of the legal framework for sub national democratic development, national program and the national implementation plan and relevant projects and,

(v) Develop systems to document, compile and disseminate information of all documents related to sub national democratic development.

B). Main topic to be provided

The training focuses on standard operating procedures of monitoring and evaluation systems.

- The IP3 result framework (logframe of NCDD)
- The M&E concepts
- The M&E system of IP3
- Tools in M&E system

The team who prepare and provide this training are the advisers and staff from the M&E-I division of NCDD-S. The team will discuss with relevant stakeholders including other units of NCDD-S, Sub-programs, line ministries and other institutes to analyze key issues and challenges within the M&E system. The team will prepare all training material.

C). Strategies

:

- Training will be provided to a target group of 40 trainees (3 persons from each Sub-program and 2 persons from each relevant line ministry and institute) who are responsible for carrying out the M&E activities for each Sub-program, line ministry and other relevant institutes. The training consists of a workshop that will take 5 days in the Preah Shihanouk Province.

D). Schedule

- June 2012 : prepare document
- July 2012 : conduct training at Preah Shihanouk Province

E). Estimated budget : 9.800 USD

Total : 9.800USD

1.11. Database and Information Technology (Activity Code 1.4.2.2.4)

A). Background

In order to strengthen the capacity of the Provincial Information Technology Officer (PITO), NCDD has included training on Database and Information Technology into its 2012 capacity development work plan.

B). Key Topics

The key topics of the training for the PITO are the following:

- How-to use database and reporting
- Management and maintenance computer networks
- Tips for computer security
- Issue collection procedure and report (on challenges in using database as well as demanding new features)

The information office of the Monitoring Evaluation and Information Division will prepare a curriculum for the training including practical experiences as well as exchanging experiences between provinces. The training will be hold in a province be attended by staff from all PITOs.

C). Strategy

This training will be conducted by the Monitoring Evaluation and Information Division in collaboration with the national IT Advisors. The training will be sequenced in 2 steps as following:

- Step 1: Direct training at national level for 24 PITOs
- Step 2: Additional training at national level for 24 PITOs

It is 3 days training.

D). Timeline

- June 2012 : Step 1 training
- October 2012 : Step 2 training

E). Estimated Budget

Budget to support this training includes printing of documents and DSA for all PITOs.

- Budget : 10, 936 USD

Total : 10, 936 USD

1.12. Refreshment training on IP3 Personnel Database (PDB) (Activity Code 1.3.1.6.3)

A). Background

IP3 PDB has been implemented under the initiative of NCDD Secretariat to gather and systemize all relevant information on staff working under IP3 both at national and sub-national level. In total there are roughly 2,000 employed divided into three categories: Advisors, Contract Staff, and POC. NCDD Secretariat has conducted this training twice. NCDD Secretariat has also conducted an introductory training on IP3 PDB in October,2011 at Battambang province.

During the time of the first trainings, the participants, especially from the sub-national level, had not yet been appointed as technical human resource officers. Those who attended the training have now resigned from their positions and are re-placed by officers who need to be trained in the HR system. This is why there currently is no efficient use of the personnel management system including the use of PDB. NCDD-S therefore plan to conduct a new introductory training on IP3 PDB focusing on the technical human resource officers for all capital/provinces and sub-programs including NCDD-S, Ministry of Interior, State Secretariat of Civil Service, Ministry of Economic and Finance, Ministry of Planning, and the National League of Communes and Sangkats.

B). Objective and Estimated Outcomes

B.1 Objectives

The objective of the training is:

- Strengthening the capacity of focal persons responsible for personnel management in all sub-programs and capital/provinces
- Official use of PDB

B.2 Estimated Outcomes

At the end of this training, participants will be able:

- To use or operate IP3 PDB
- To manage staff information as shown in the guidelines
- To enter proper staff information to PDB

C). Coordinator and Trainee

Advisors and officers will present key topics such as:
Procedures on staff management in IP3, update the POC regulation and how to use PDB.

Participants and coordinators are the following:

1.	Capital/Provincial Technical Human Resource Officers	1 person
2.	Accounting Assistant or Office Assistant	1 person
3.	Technical Administration Officer from Sub-program	1 person
4.	NCDD Secretariat Human Resource Officer	2 persons
5.	NCDD Secretariat Administration Officer	1 person
6.	NCDD Secretariat Human Resource Advisor	1 person
7.	NCDD Secretariat IT Officer and IT Advisors	6 persons

D). Timeline

- April-2012 (Tentative schedule)

E). Estimated Budget

- Budget : 9, 240 USD

Total : 9, 240 USD

1.13. Annual Work Plan and Budgeting Monitoring Database (AWPB-DB) (Activity Code 1.3.1.9.2 and 1.3.1.9.3)

A). Background

AWPB-DB has been implemented to allow the sub-programs and capital/provinces to more easily manage their annual work plan implementation, monitor and evaluate using indicators, and follow up expenditures. The database is a web-based application designed to provide timely reports.

B). Key Topics

- Managing outputs and activities described in the AWPB
- Preparing annual budgets
- Data exchange between different accounting systems
- Defining target and progress by the use of indicators
- Key points in data entry and verification
- Challenges and problem solving
- Data entry methodology
- Searching and data downloading

The Information office of Monitoring, Evaluation and Information Division of NCDD-S will implement the system and document the lessons learned accordingly.

C). Strategy

Information office of Monitoring Evaluation and Information Division has the following strategy to conduct this training:

- Phase 1: The training has two different classes:
  - Class 1: The training is for national level (30 trainees in total). Among them, there are 3 persons from each sub-program plus the officers in the NCDDS
  - Class 2: The training is for the sub-national level (60 trainees in total). Participants are PITOs (1 person/capital province) and Provincial Monitoring Advisors (1 person/capital province)
- Phase 2: The training has two different classes:
  - Class 1: The training is for national level (30 trainees in total). Among them there are 3 persons from each sub-program plus the officers in the NCDD-S
  - Class 2: The training is for the sub-national level (60 trainees in total). Participants are PITOs (1 person/capital province) and Provincial Monitoring Advisors (1 person/capital province)
- Each training takes 2 days.

D). Timeline

- June 2012 : Phase 1 training (for all sub-programs and provinces)
- November 2012 : Phase 2 training (for all sub-programs and provinces)

E). Estimated Budget

Budget to support this training includes document printing and DSA for all capital/provinces.

- Budget : 15, 120 USD

Total : 15, 120 USD

1.14. Preparing for Annual Work Plan and Budgeting through Database system for sub-program and capital/province (Activity Code 1.3.1.9.2 and 1.3.1.9.3)

A). Background

In the preparation of the NP-SNDD annual work plan and budget a database system called "National AWPB Database – NAD" is used. The database contains outputs and activities of IP3, which need to be updated annually to be in accordance with the priorities set for each year. In 2012, the Program Support Division of NCDDS is planning to review and revise the database as well as the process of preparing AWPB. This will be done in close collaboration with other divisions of NCDDS, the sub-programs and other implementing agencies to ensure efficiency and timeliness of the preparation of the AWPB 2013. It is therefore important to conduct training for sub-programs and capital/provinces on the AWPB process and NAD usage.

B). Key topics

This training focuses on:

- Overview of National Program and IP3
- Outputs and Activities of IP3
- Process of AWPB preparation
- Process of AWPB preparation in the new database system
- Preparation and verification of join decision between NCDD and implementing agency

C). Strategy

The Program Support Division will work closely with the Monitoring, Evaluation and Information Division to conduct this training. The training will be directed towards officers and advisors in the sub-programs and capital/provinces.

For the sub-programs, the training will be conducted once in a 2 day workshop with approximately 20 participants (in average 3 persons per sub-program—2 officers and 1 advisor).

For capital/provinces, the training will be conducted twice, 2 days each. The estimated participants are72 persons (in average 3 persons per capital/provinces—2 officers and 1 advisor)

D). Timeline

- June-July 2012 : Prepare training materials
- January 2012 : Introductory training to capital/provincial officers and advisors (AWPB 2012)
- August 2012 : Training for capital/provincial officers and advisors (AWPB 2013)
- August 2012 : Training for sub-program officers and advisors (AWPB 2013)

E). Estimated Budget

- Training for national officers and advisors : 600 USD
- Training for capital/provincial officers and advisors : 14, 520 USD

Total : 15, 120 USD

1.15. Leadership and networking (code 1.6.2.1.3)

A). Background:

The council election in 2009 at Capital, Provincial, Municipality, District and Khan level was an important milestone which contributed to an increased number of female leaders at sub-national levels.This is an important part of the implementation of democratic development outlined in the NP SNDD and the Organic law. Based on findings from an annual reflection workshop jointly organized by the NCDD-S and Ministry of Women's Affairs in 2011 it was found that contributions from female leaders at sub-national level are very important to integrate to ensure that issues related to women, children, and youth is addressed in work plans and budgets at each level of administration..

The result from the training needs assessment with female leaders indicated that there is a need to develop both general knowledge and more specific skills on gender issues if the tasks shall be more effectively performed. Training topics for building capacity for female councilors include leadership & networking.

B). Training topics

The training will focus on:

- Key principles of leadership (concepts, gender mainstreaming, planning, reporting, advocacy, monitoring and evalation)
- Key legislations
- Networking and forum organizing skills

C). CD strategy

The trainigs will be contracted out to NGOs or Professional Training Institutions whith relevant qualifications and capacity to provide training focusing on coaching for female leaders at the Capital, Provincial, Municipality, District and Khan. All training materials will be prepared in consultation with Ministry of Women's Affairs, advisors and other stakeholders.

The training is not a single event. It will be carried out step by step in a series through which participants are allowed to apply the knowledge they have learnt in their daily work. There will also be following up meetings with the participants and the training facilitators in order to reflect on lesson learned and to find out what works and what does not in practice.

For female leaders at capital and provincial level:

- *Training and Forum with female leaders at Capital and Provincial levels:* The training will be provided for 62 female leaders (38 capital/provinical councilors and 24 deputy governors). The training will be organized in 2 regions in a serie and followed up by an evaluation from the forum and training at the participants workplace.

For female leaders at Municipality, District and Khan:

- *Training of Trainers at Capital/Provincial levels:* This training will include 96 participants (4 from each province including 2 from the Provincial Department of Women's Affairs , 1 representative from the provincial capacity development team, and 1 Provincial Capacity Development Advisor). These trainings will be conducted 3 times (different each time) with 32 participant in each training.

- *Organizing training and forum with female leaders at Municipality, District and Khan levels:* After ToT course at Capital/Provincial levels, a detailed work plan will be developed to coordinate and conduct the training and forum at MDK levels focusing on timeframe, facilitators and technical support required from national level.

D). Timeframe

- April 2012 : draft ToR, annoucement and selection of training institution
- April - May 2012 : preparing training content and materials
- June 2012 : training delivery

E). Estimated Budget

- Fee for training institution: **200.000 USDollars**

1.16. Gender mainstreaming and gender analyzing tools for sub program of IP3 (code 1.6.1.1.4)

A). Rationale

It has been agreed that each sub-program and implementing agency will take on the responsibility to operationalize the Gender Strategy of IP3 in their AWPBs. It has also been agreed that the sub-program managers and officials shall be supported to develop capacity on gender mainstreaming, enabling them to effectively mainstream gender into their activities. Thus, NCDDS has included training on gender mainstreaming and gender analyzing tools for SPs of IP3 in the NCDD CD Plan for 2012.

B). Contents

- Gender concepts and their implications for IP3 and its SPs.
- Core set of practical tools to mainstream gender in different sectors which respond to the needs of each SP
- Introduction to application of gender mainstreaming tools, through practical exercises, in order to strengthen insights into difference between gender-responsive vs. not gender-responsive.

C). CD Strategy

The objective is to respond to the specific needs of each SP and each target group.

- Interactive training needs assessment (TNA) workshops facilitated by MoWA (with support from the NCDD-S Gender Advisors) to
  - sensitize SP staff and IP3 advisors about gender mainstreaming issues in general and issues relating to the operationalization of the IP3 Gender Strategy in particular
  - explore current knowledge and take note of what would be needed for more in-depth training plans which are directly relevant to each SP.
- Capacity building plan for SP staff, IP3 advisors, and SP managers (based on an analysis of the findings from the TNA sessions).
- Half-day orientation workshop for SP managers (led by high-level MoWA representative).
- Technical training sessions, to apply the core set of practical tools for SP staff and IP3 advisors.

D). Timeframe

- March 2012 : Training SP managers
- April - June 2012 : Training advisors and technical staff

E). Estimated Budget

• Training manual with practical tools	: 9200 USD
• Orientation workshops with managers	: 1340 USD
• Training sessions with officials	: 7300 USD
Total	**: 17840 USD**

1.17. Gender Mainstreaming at SNA and Strenghthening the role of Permanent Vice Chief of WCCC (code 1.6.2.1.1.)

A). Background:
The Women's and Children's Consultative Committees (WCCC) at the Capital, Provincial, Municipality, District, and Khan were established accordingly to the Organic Law. They play an important role in providing opinions and recommendations to the councils, boards of governors, governors, and other committees of the councils on issues related to gender equity, and issues of women, youth, children and vulnerable people. Members of the committee comprises of: all female councillors, female deputy governor, directors and/or deputy directors of relevant line departments such as Women Affairs, Social Affairs, Agriculture, Education, Planning, Rural Development, Labor & Vocational Training, Health, Commune/Sangkat Association, Police and Inter-sectoral Division.

Provincial Department of Women's Affairs (PDoWA) and its District Offices (DoWA), as a permanent vice chief of WCCC and as a coordination and support body for gender networks at sub-national levels, perform two main functions: *women empowerment* and *gender mainstreaming.* Women empowerment efforts is to be carried out with female leaders including councilors and deputy governors at Capital, Provincial, Municipality, District and Khan especially assisting them to fulfill their roles in the WCCC structure. As for gender mainstreaming, PDoWA and DoWA will implement this through coordinating work and integrating gender, women, children and youth issues into planning and activities of the council at different levels. In order to effectively perform these functions, PDoWA and DoWA need to develop their capacity on key knowledge and skills on gender related issues through training and coaching/on-the-job training.

B). Training topics
The training for PDoWA and DoWA will include the following topics:

- Role and responsibilities of permanent vice chief of WCCC of Capital, Provincial, Municipality, District and Khan
- Gender Mainstreaming and Women Empowerment at sub-national level
- Gender Analysis, tools and report writing
- Data collection and analysis
- Forum organizing skill and gender network coordination
- Key legislations of democratic development and IP3

C). Training Method

- Workshop on Gender Mainstreaming at sub-national level and role and responsibilities of permanent vice-chief of WCCC: There will be 72 participants (female leaders & PDoWA). Discussion will be carried out especially how to assist PDoWA to implement their AWPB and to perform their role as permanent vice-chief of WCCC. It will also focus on how to build capacity of PDoWA to assist DoWA on gender mainstreaming and how to perform their roles as permanent vice chief.
- Workshops to build capacity of District Women's Affairs Offices on Gender Mainstreaming and role and responsibilities of the permanent vice chief of WCCC at MDK level: The workshops will be organized by PDoWA with participation from DoWAs as the permanent vice chief of WCCC. These workshops will be conducted in a series and will be flexible according to the actual situation of each province. They are not single events but accompanied by field follow-ups from PDoWA to MDK level for technical assistance and support.

D). Timeframe

- At national level: 3rd week of April 2012
- At capital/provincial level: training workshops will be organized quarterly or semi-annually according to Annual Work Plan and Budget of PDoWA in each province

E). Budget Plan:

- Both at national and provincial level: **13,000 USD**

1.18. Infrastructure Equipment Training, DCP, Hammer Test, Auto Level, and GPS

A). Background

Commune/Sangkat Fund is a process to transfer fund from the central government to the Commune/Sangkat council account for spending on general administration and development. One part of the Commune/Sangkat developing fund is used to promote and build small scale infrastructure such as local road, school, health center, irrigation, and water sanitation.

In order to maintain the effectiveness of using Commune/Sangkat Fund, NCDD Secretariats and Ministry of Interior (SP2) will organize a training which focus on the use of infrastructure equipment such as DCP, Hammer test, Auto Level, and GPS, so Technical Support Officer (TSO) can learn and yield their understanding to support the commune/Sangkat councils for project preparation, cost estimate, and monitor the project follow our NCDD guideline and technical manual.

B). Process of training

The team will gather the documents base on each topics, the team will use simple wording and simple concept so the TSOs who have less experience still understand the topic. Each topic will present in the PowerPoint slides, and the presentation will focus mainly on feasibilities study, cost estimate, and monitor the project. However, below the detail of the topic that will be discussed:

- The method of using DCP
- The method of using Hammer Test
- The method of using Auto Level
- The method of using GPS

C). Strategy of training

Program Management and Support Division and Sub-program 2 will arrange the schedule as below:

- Arrange and provide the trainees the documents in Khmer
- The training will divide into two sections
- The theory and concept: will have a power point presentation and questionnaires after each topic.
- Field work: the trainees can actually use the equipments with the actual field site. The trainees will divide into four small groups, and each group has their own equipments to work with their field site. After the field work, each group has to design, calculate the cost estimate, and present the result afterward.
- The training will conduct 4 days.
- Focal trainers will be invited, most of our trainers are Provincial Infrastructure Advisor who have a good experience in training.

D). Place and time of training

- March 2012 : develop training materials
- April 2012 : deliver training

E). Budget for training

- Training : **11,220.00 USD.**

1.19. Orientation workshop for internal auditors of NCDDS (code 1.3.1.8.3, 1.3.1.8.4)

A). Background

Referring to the new structure of NCDDS, an internal auditor team has been established. The team is managed by the chairperson of NCDDS and the team is responsible for internal auditing of all the implementing agencies at both national and sub national level. The objective of the audits is o ensure accuracy of accounting books, proper financial reporting, and that procedures are followed according to the regulations of NCDDS. To support the team and build capacity to better perform their functions, NCDDS includes orientation training for internal auditors in the NCDD CD Plan for 2012.

B). Key contents

- Part of internal auditing
- Internal auditing strategy
- Risk evaluation frameworks
- Internal auditing process
- Reporting

With support from local consultants, the internal audit team will review and revise the draft manual on internal auditing of NCDDS. Before starting to review, the team will get an orientation by the international consultants who developed the draft manual. After the review, the team will submit the manual to NCDDS management for approval.

C). CD strategy

After approval, training will be conducted as described below:

- Training for 10 internal auditors of NCDDS at national level. The training will take 2 days at national level.
- Training for provincial internal auditors: after participating in the training at national level, the internal auditors of NCDDS will provide training for the 24 provincial auditors. This training will take 3 days at national level.

D). Timeframe

- May 2012 : formation of teams
- May 2012 : review and revise the manual
- July 2012 : NCDDS internal auditors team training
- July 2012 : CP internal auditors training

E). Estimated budget

- NCDDS internal auditors team training : 300USD
- CP internal auditors training : 2668 USD

Total : 2968USD

1.20. Safeguard policy/technical standards for project preparation implementation at SNA

A). Background

The guideline for Project Implementation Manual (PIM) describes how Commune/Sangkat Fund Projects shall be implemented at Sub-National level. Project implementation shall have no negative impact on the environment, land acquisition, and High Land People. After the approval of PIM by the Ministry of Interior, Safeguards Training Activities has been conducted for relevant agencies. Knowledge of the Safeguards at Sub-National Level is still limited and lack of skills in implementation and how to fill out required documents is identified. Therefore, NCDD has decided to include Safeguards Training Activities in the NCDD's Capacity Development Plan 2012.

B). Key Contents

- Commune/Sangkat Fund Project cycle
- Guideline and process of Land Acquisition
- Guidelines and process of Environmental impact analysis
- Guidelines and process of High Land People
- Safeguards Forms requirements
- Environmental and High Land People Watch List

The Safeguards Working Group/SWG of NCDDS will review safeguard sessions related to PIM, as well as sharing experiences from the use of PIM in the field and based on that experience develop training materials.

C).Training Strategy

NCDDS Management and Safeguards Working Group/SWG will conduct the training as described below:

- **Capital and provincial ToT training at National Level:** participant from Capital/provinces, total 69 people (3 persons/CP Safeguards Focal Point, will attend a 2 day ToT at national level).
- **Training at Sub-National level:** After training at national level, ToT Participant from each capital and province will organize a 2 day training at sub-national level. The participant includes Commune/Sangkat Councilor, Commune/Sangkat Technical Support Officer, TSO and Krong-District Program Management Advisor.

D). Training Schedule

- March 2012 : Review and edit training materials
- April 2012 : Conduct ToT Training course at National Level
- May to June 2012 : ToT Organize Training course at Provincial Level for SG target group

E). Estimated Budget

- Training cost : 8055USD

<u>Total</u> **: 8055USD**

1.21. NCDD-S internal management and coordination system (code 1.3.1.2.2.)

A). Background

Referring to the Prakas of NCDD No.165, BK on the Establishment, Organization and Functioning of NCDDS and Prakas of MoI No.685 BK on the civil servant appointment, NCDD-S has a structure and staff to perform a number of functions.

The working procedure and internal management system will be developed and put in place step by step. To ensure that all NCDDS staff understand and apply the system and procedures, training is required. NCDDS will include training on NCDDS internal management and coordination system in the NCDD CD Plan for 2012.

B). Key topics

- Internal management
- Coordination/communication system
- Working procedures of NCDDS

Under supervision of NCDDS management, NCDDS working group from the program support and management unit and other units of NCDDS will draft the NCDDS internal coordination and management system for approval of NCDD management.

C). CD strategy

After approval from NCDDS management, the working group will develop training materials and conduct a one-day training to all staff and advisors of NCDDS.

D). Timeframe

- May-July 2012 : develop training materials
- July 2012 : conduct training

E). Estimated budget

- Training : 720USD

Total : 720USD

1.22. Training for MDK advisor (Activities Code: 1.3.1.1.5.4)

A). Background

In 2011, RGC embarked on a major reform of the country's governance structure, aiming at democratic development. During the first three years Implementation Program (IP3) of the National Program for Sub-National Democratic Development (NP-SNDD), the Councils and Administrations of the District, Municipalities and Khans will be strengthened, after which appropriate functions will be delegated to this new level of local government. At the same time the Commune/Sangkat will receive more support in their local planning process following the guidelines of the Commune/ Sangkat Fund.

Additionally, starting in the second semester of 2011, the provincial government system was amended by a merging of the Executive Committee (Ex-Com) of the Provincial Rural Development Committee (PRDC) into a Unified Administration. In order to support implementations of the IP3, Sub-National Advisors were recruited and appointed to work closely with the council and administration at sub-national levels. While our current focus is at District/Municipality/Khan (D/M/K) level in order to develop the D/M/K's capacity to provide better services, DMK Advisors were deployed in all municipalities and districts in the country.

All 194 DMK Advisors of whom 30 are female were completely recruited in the second quarter of 2011. Based on backgrounds, these advisors can be grouped into three categories: the majority (77%) was former staff of Ex-Com, others were former staff of NGOs, and advisors in the last group are civil servants. Because they came from different sources, their background, work experiences, and understanding on NP/IP3 also vary, accordingly. Based on the ToR, DMK Advisors have great roles and responsibilities in building capacity to both individual (finance, procurement, planning, administration, report, and gender) and institutional (orientation on the program, intervention plans, and evaluation outputs). In addition, DMK Advisors have to provide support to concerned offices, especially the Planning and Commune/Sangkat Support Office. Based on recent missions at sub-national level, the Sub-National Services Advisors observed that DMK Advisors still need specific supports e.g. technical, management, planning, and working procedures allowing them to perform effectively and with confidence. The training aims to further improve DMK Advisors' capacity to provide effective support on both technical and management to councils and administration at DMK level.

B). Key Contents

Several important topics will be included:

- Reviewing of DMK Advisors' role and responsibility, line of accountability, and experiences gathered from provinces.
- Technical guideline on DMK Development Plan and DMK Investment Program.
- Project Implementation Manual (PIM)
- Management, Facilitation, and Working Procedure

C). Training Strategy:

The training is divided into two steps.

Step I: ToT and demonstration (session I) will be organized in Kampong Cham with participation of DMK in KPC, SVR, and PVG:

Participants:

• Provincial Program Management Advisors:	3 persons
• Provincial Monitoring Advisors:	3 persons
• DMK Advisors (17 in KPC, 8 in SVR, and 13 in PVG):	38 persons
• National Facilitation Team:	3 persons
• Total:	47 persons

Step II: Disseminations: After attending step I, 3 PPMAs, 3 PMAs, and the National Facilitation Team will organize ToTs to other DMK Advisors in four different centers:

- **Battembang Center:** For those DMK advisors who are: 14 persons from BAT, 9 person from BMC, 2 persons from PLN, and 8 persons from KCH, and 2 facilitators. All are 41 persons.
- **Preash Sihanuk Center:** For those DMK advisors who are: 4 from SHV, 7 from KKG, 8 from KPS, 8 from KAM, 10 from TAK, and 2 from KEP, and 2 facilitators. All are 44 persons.
- **Siem Reap Center:** For those DMK advisors who are: 12 from SRP, 8 from KPT, 8 from PVR, and 9 from PNP, and 2 facilitators. All are 44 persons.

- **Mondulkiry Center:** For those DMK advisors who are: 5 from MDK, 9 from RAT, 6 from KRT, 5 from STG, and 11 from KDL, and 2 facilitators. All are 38 persons.

D). Time Frame: ToTs are expected to be held in late April and May 2012.

E). Budgeting: It's expected that the training courses would cost US$18,480.00

F). Material: Markers, Flipchart, Paper stickers, Laptop computer, LCD projector, and Handouts.

G). Venue: The five provincial training centers (KPC, BAT, SRP, SHV, and MDK) where training courses will be organized are asked to provide training venue with free of charge. Each venue should be accommodated for around 40 participants.

1.23. Function transferring to SNA (code 1.2.1.2.2., 1.2.1.2.3, 1.2.1.2.6)

A). Background
The transfer of functions and resources to SNA is a key component of the democratic development reform in Cambodia. The transfer of functions and resources to SNAs is an important aspect of improving public service delivery in a transparent and accountable manner. It also contributes to strengthening the autonomy of SNA as well as increased participation in local development.

C/S council was established 2002. To support C/S, the RGC have transferred and increased the budget to C/S administration each year since 2002. In addition to C/S administrations, CP and MDK administration systems and structures has been revised after the election in 2009. According to Royal Decree No. NS/RKT/1208 /1429 on NCDD Establishment, in article 3 point 4 mentioned that NCDD shall consult, discuss and coordinate with line ministries to review the role, responsibilities and functions of line ministries, department and units and all line authorities to identify functions, responsibilities, authorities and accountability to transfer to SNA councils. Based on this, functions and resources shall be transferred to SNA, enable them to act as autonomous local authorities and as such, effectively being responsible for public service delivery and local development, meeting the demands of the citizens in a transparent and accountable manner. The process requires coordination and a strong commitment from the involved ministries. It is therefore important to learn more from international experience how autonomous SNA operates taking into account the socio-economic situation in Cambodia. .

To ensure successful transfer of functions and resources it is crucial that there is a shared understanding of key principles in democratic development and decentralization among the line ministries.

B). Key topics
- Democratic development, Organic Law
- Sub decree on functions and resources transfer to SNA
- Guideline on functions analysis
- Guideline on function review

C). CD strategy
NCDDS will coordinate with development partners and other stakeholders to develop training materials. The training will be conducted according to the following strategies:
- Phase 1: orientation workshop for line ministries on democratic development, organic law, sub decree and guidelines. 40 participants will be participating, 30 from ministries and 10 from NCDDS.
- Phase 2: orientation workshop on functional analysis for 6 line ministries such as MoEYS, MoH, Ministry of social affairs, MAFF, MRD, Ministry of water resources and other relevant ministries. 30 participants will participate in a 1 day training, 20 from prioritized line ministries and 10 from

NCDDS and development partners. Phase 3: a one day workshop on functional review and functional analysis will be conducted with 30 participants of whom 20 comes from the 6 prioritized line ministries and 10 from NCDDS and development partners

D). Timeframe

- April 2012 : phase 1
- May 2012 : phase 2
- June 2012 : phase 3

E). Estimated budget

- Phase 1 : 940USD
- Phase 2 : 30000USD
- Phase 3 : 1500USD

<u>Total : 32440USD</u>

SUB PROGRAM 2

Part 2
Sub program 2 "Ministry of Interior"

Capacity development in SP 2 will be conducted in eight different areas described in the following sections.

2.1. Municipal/District fund project implementation

A). Background

The Law on Administration Management of Capital Provinces Municipalities, Districts and Khans, requires each administration to develop a five-year development plan and a one-year rolling investment program. In 2011 all administrations in Municipal/District(MD) administration have developed their development plan and investment program. The RGC plans to allocate funds to MD administration in 2012 and the Municipality/District fund project implementation will start for the first time in MD administration in 2012.

To increase the understanding about the DM fund project implementation more effectively Ministry of Interior plans a training course on DM fund project implementation in 2012 as part of capacity development plans of SP 2.

B). Training topics

- Overall view of DM development project
- Project preparation
- Procurement and contract management
- Monitoring and evaluation of the project
- Project maintaining

In 2012 Ministry of Interior developed and approved guidelines on DM fund project implementation. The National Capacity Development Team (NCDT) in Sub-Program 2 will develop training material and conduct a pilot training. Base on results of the pilot, the training material will be revised and finalized before the official training is conducted.

C). Training strategy

The training will be conducted as described below:

- **National ToT for master trainers:** The training is offered to 80 participants from 24 Capital/Provinces (Each capital/province nominates 3-4 participants; whereas1-2 is capacity development advisors, 1 Capital/Provincial capacity Development Team "CP-CDT" and 1 officer from the planning and investment division). The training is divided into 2 classes each with 40 participants. The training will take 5days.
- **Capital/Provincial ToT for Capital/Provincial trainers:** The master trainers will then organize Capital/Provincial ToT for Capital/Provincial trainers as CP-CDT. The training will be organized at Capital/Provincial level in 5days.
- **Training for MD administration leaders:** The master trainers will organize training for MDK administration leaders that includes councilors, board of governors, directors of administration and deputy directors of administration. The training will organize at Capital/Provincial level in 1day.
- **Training for officers of MD administration:** The Capital/Provincial trainers will organize training for officers of MD administration at MD level in 5days.

D). Training time frame

- Mach 2012 : Preparation of training material
- April 2012 : National ToT
- April-May 2012 : Capital/Provincial ToT

- May 2012 : Training for MD administration leaders
- May 2012 : Training for MD administration officers

E). Estimated budget

• National ToT	:	16,670	USD
• Capital/Provincial ToT	:	4,080	USD
• Training for MD administration leaders	:	27,160	USD
• Training for MD administration officers	:	54,320	USD
Total	**:**	**102,230**	**USD**

2.2. Municipal/District/Khan Administration

A). Background

After the new management structure, based on the Law on Administration Management of Capital Provinces Municipalities, Districts and Khans, was formed the Municipalities, Districts and Khans now apply the new principals and procedures. To support the use of the new administrative procedures Ministry of interior in collaboration with NCDDS will develop an administration manual that after approval will be put in practice in Municipalities, Districts and Khans administration in 2012.

To enhance understanding of the administration manual and for applying it more effectively, Ministry of Interior plans a training course on administration for Municipalities, Districts and Khans as part of the capacity development plan for SP 2.

B). Training topics

The training will focus on:

- Administrative routines and legal documents
- Format design
- Working procedures
- Staff management
- Materials and equipments management
- Documents management

After the guidelines are approved, The NCDT in SP2 will develop training material and conduct training for a pilot group. Based on the results of the pilot, the training material will be revised before conducting the official training.

C). Training strategy

The training will be conducted as described below:

- **National ToT for master trainers:** The 4 day training is offered to 80 participants from 24 Capital/Provinces (Each capital/province nominate 3-4 candidates, 1-2 capacity development advisors,, 1 capacity development team and 1 officer from the administration division). The training is divided into 2 groups each consisting of 40 participants.
- **Capital/Provincial ToT for Capital/Provincial trainers:** The master trainers will organize Capital/Provincial ToT for Capital/Provincial trainers as CP-CDT. The 4 day training will be organized at Capital/Provincial level.
- **Training for MDK administration leaders:** The master trainers will organize training for MDK administration leaders that included councilors, board of governors, directors of administration and

deputy directors of administration. The training is 1 day and will be organized at Capital/Provincial level.

- **Training for officers of MDK administration:** The Capital/Provincial trainers will organize a 4 days training for officers of MDK administration at MDK level.

D). Training time frame

- June 2012 : Preparation of training material
- July 2012 : National ToT
- July-August 2012 : Capital/Provincial ToT
- August 2012 : Training for MD administration leaders
- August 2012 : Training for MD administration officers

E). Estimated udget

• National ToT	: 14,290 USD
• Capital/Provincial ToT	: 4,080 USD
• Training for MD administration leaders	: 27,160 USD
• Training for MD administration officers	: 54,320 USD
Total	**: 99,850 USD**

2.3. Organizational Development Orientation

A). Background

In the context of Sub-National management, the MDK administration has more autonomy in their administration management, in providing service delivery of economic, social character and in supporting the Commune/Sangkat. Therefore, MDK administration needs to have qualified officers with their own, autonomous and professional work career. Organizational development is considered as an important strategy to increase and strengthen the capacity of MDK institutions and staff to ensure that MDK administration performs their roles and responsibilities effectively. The, IP3 therefore empathize the role of organizational development as a main output in SP 2. Organizational development will be implemented in 194 MDK in 2012.

B). Training topics

The training focus on topics as:

- Identification of organizational development
- Process of organizational development
- Roles and task for relevant stakeholders
- Key elements of organizational development

NCDDS cooperate with the Ministry of interior to review the organizational development manual. After approved by NCDDS, The NCDT in SP 2 will develop training material for use in the orientation training.

C). Training strategy

The training will be conducted as described below:

- **National ToT for master trainers:** The training is offered to 67 participants from 24 Capital/Provinces (Each capital/province nominate all capacity development advisors and 1 CP-CDT). The training is divided into 2 groups with 33-34participants each. The training will take 3days.

- **Capital/Provincial ToT for Capital/Provincial trainers:** The master trainers will organize Capital/Provincial ToT for Capital/Provincial trainers (as CP-CDT). The 3 day training will be organized at Capital/Provincial level.
- **Training for officers of MDK administration:** The Capital/Provincial trainers will organize a 3 day training for all officers (staff and leaders) of MDK administration at MDK level.

D). Training time frame

- March 2012 : Preparation of training material
- April 2012 : National ToT
- April-May 2012 : Capital/Provincial ToT
- May-June 2012 : Training for MDK administration officers

E). Estimated budget

• National ToT	:	10,720	USD
• Capital/Provincial ToT	:	4,080	USD
• Training for MDK administration officers	:	54,320	USD
Total	**:**	**69,120**	**USD**

2.4. Organizational and skills development

A). Background

In the context of Sub-National management, the MDK administration has more autonomy in the administration management, in providing service delivery of economic, social character and in supporting the Commune/Sangkats. Therefore, the MDK administrations need to have qualified officers with their own, autonomous and professional work career. Organizational development plays an important role in increasing and strengthens the capacity of MDK institutions and staff to ensure that MDK administration effectively performs their new roles and responsibilities. The IP3 therefore empathize the role of organizational development as a main output in SP 2.

Organizational development is a new process for MDK and there is a need for a continuing and periodic capacity development based on the needs of the MDK administration. The Ministry of interior therefore plans training on organizational development skills.

B). Training topics

The training focus on the following topics:

- Identification of organizational development
- Process of organizational development
  Orientation
  - Organizational development assessment
  - Intervention planning
  - Design and provide intervention
  - Evaluation of the intervention results
- Templates and tools for organizational development

After approval of the organizational development manual, NCDT in SP 2 will develop training material and conduct a pilot training. Based on the result of the pilot, the training material will be revised and finalized before the official training take place.

C). Training strategy

The organizational development training is divided into 3 modules 1: training on identification of organizational development, orientation and organizational development assessment in 5 days, 2: training on intervention planning and 3: training on design and provide intervention in 4days. The training will be conducted as described below:

- **National ToT for master trainers:** The training is offered to 67 participants from 24 Capital/Provinces (Each capital/province nominate all capacity development advisors and 1 CP-CDT). The 5 day training is divided into 2 groups each consisting of 33-34 participants.
- **Training for CP-CDT:** The master trainers will organize training to Capital/Provincial Capacity Development Team. The 5 day training will be organized at Capital/Provincial level.

D). Training time frame

- April 2012 : Preparation of training material
- May July September 2012 : National ToT
- May July September 2012 : Training for CP-CDT

E). Estimated budget

- National ToT : 40,800 USD
- Training for CP-CD Team : 12,240 USD

Total : 53,040 USD

2.5. Gender concepts and analysis tools in capacity development

A). Background

Gender is a cross cutting issue that shall be integrated in all activities in all sub-programs in IP3 and in the national program for democratic development. To ensure all activities in SP 2 are fully integrating gender issues SP2 has contracted Gender in Development in Cambodia (GADC) to provide training on gender concepts and analysis tools in NCDT SP 2. The training is divided into two modules, the 1st module focus on gender concepts and the 2nd module focus on gender analysis tools.

B). Training topics

The training focus on the following topics:

- Gender strategy in IP3, Gender and services
- Concepts gender in council program, Gender analysis
- Assessment of gender sensitive in public services
- Gender mainstreaming in reform
- Gender and council decision making

C). Training strategy

The training will be conducted as described below:

- **Train for NCDT:** NCDT 25 persons and 3 capacity development advisors in sub-program 2 will attend this training. The training takes 3 days.

D). Training time frame

- February 2012 : Preparation of training material
- March 2012 : Training for NCDT

E). Estimated budget

- Training for NCDT : 6,705 USD

Total : 6,705 USD

2.6. Capacity development skills, gender concepts and analysis tools in capacity development

A). Background

In 2011 NCDT participated in a 10 days training in capacity development skills and a 6 day training on gender concepts (3 days for module 1 in 2011 and 3 days for module 2 in 2012). After the training NCDT have developed basic knowledge which they now apply in their daily work. To develop this further SP2 will organize an additional training building on the previous to cover the remaining gaps and increase the performance of work one-step further. The training will cover capacity development skills, gender concepts and analysis tools in capacity development.

B). Topics:

The training focus on the topics as described below:

- Reflections on work performance
- Capacity development need assessment
- Action planning
- Facilitation methods
- Training monitoring and evaluation
- Gender concepts and gender analysis

C). Training strategy

The training will be conducted in the following way::

- **Train to NCDT:** NCDT 25 persons will participate in a 5 day training in a sequence of 2 or 3 sessions, 1-2 days each.

D). Time frame

- May 2012 : Preparation of training material
- June 2012 : Train to NCDT

E). Estimated budget

- Training NCDT : 5,890 USD

Total : 5,890 USD

2.7. Capacity development skills and gender concepts

A). Background

The first year of IP3 required a lot of training to enhance the understanding of the guidelines, systems and procedures. The CP-CDTs was formed, in order to ensure that CP-CDT have sufficient capacity to support capacity development in capital, provinces, municipalities, districts and khans as well as to contribute to organizational development in municipalities, districts and Khans., Ministry of interior therefore plans a training on capacity development skills and gender concepts.

B). Training topics

The training focus on the topics described below:

- Gender concepts and gender strategy
- Capacity development needs assessment
- Capacity development design
- Preparation hand out, session plan and visual aid
- Participatory methods for Capacity development
- Course monitoring and evaluation

C). Training strategy

The training will be conducted as described below:

- **National ToT for master trainers:** The training is offered to 67 participants from 24 Capital/Provinces (Each capital/province nominate all capacity development advisors and 1 CP-CDT). The training is divided into 2 classes with 33-34participants each. The training will take 10days.
- **Training for CP-CDT:** The master trainers will organize training to CP-CDT. Some provinces can invite MDK support program advisors to attend the course based on possibility of the provinces (number of participants in a class). The training will be organized at Capital/Provincial level in 10days.

D). Time frame

- January 2012 : Preparation of training material
- February 2012 : National ToT
- March 2012 : Training for CP-CDT

E). Estimated budget

• National ToT	:	27,440	USD
• Training for CP-CDT	:	4,080	USD
Total	**:**	**31,520**	**USD**

2.8. Social services for CCWC and WCCC

A. Background

The Commune/Sangkat Committee for Women and Children (CCWC) was established in 2007 (guideline No.082/NCDD) to assist the Commune/Sangkat Council (CC) in implementation of social services in local areas. After the Law on Administration Management of Capital Provinces Municipalities, Districts and Khans was approved, Capital Provinces Municipalities, Districts and Khans Administration formed their new administrative structure, and the Women, and Children Consultative Committee (WCCC) is part of that. The existing guidelines on social service provision needs revision to better reflect the new administrative structure. To enhance the understanding of the role of CWCC and WCCC in Capital Provinces Municipalities, Districts and Khans, Ministry of interior plans training on Social Services for CWCC.

B). Training topics

The training focus on the topics described below:

- Commune/Sangkat Committee for Woman and Children
- Roles and responsibilities of CCWC
- Mechanism for support CCWC
- Social developments or social services

Ministry of Interior, National Social Service Working Group (NSSWG) of NCDDS, UNICEF and UNFPA developed a joint social services manual and the working group in DoLA/MoI will develop training material and conduct pilot training. Base on the result of the pilot, the training material will be revised and finalized before conducting the official training.

C). Training strategy

The training will be conducted as described below:

- **National ToT for master trainers:** The training is offered to 105 participants from 24 Capital/Provinces (Each capital/province nominate 3-4 persons,1 capacity development advisor, 1 staff from the planning and investment division, 1 CP-CDT and 1 social service focal persons). The training is divided into 2 classes,52-53participants in each class. The training takes 4days.
- **Training for Capital/Provincial trainers:** The master trainers will organize training to Capital/Provincial trainers as CP-CDT and Capital/Provincial Social Service Focal person (CP-SSFP). The 3 days training will be organized at Capital/Provincial level.
- **Training for CP WCCC:** The master trainers will organize a 2 day training for Capital/Provincial WCCC at Capital and province level..
- **Training for MDK WCCC:** The CP trainers will organize a 2 day training for MDK WCCC at MDK level.
- **Training for CCWC:** The CP trainers will organize a 2 day training for CCWC in 1633 CS. The training will be organized at Commune/Sangkat level.

D). Time frame

- June 2012 : Preparation of training material
- September 2012 : National ToT
- September-October 2012 : Training for CP trainers
- September-October 2012 : Training for CP WCCC
- September-October 2012 : Training for MDK WCCC
- October-November : Training for CCWC

E). Estimated budget

- National ToT : 24,515 USD
- Training for CP trainers : 22,560 USD
- Training for CP WCCC : 342,93 USD
- Training for MDK WCCC : 3,840 USD
- Training for CCWC : 40,740 USD

Total : 434,585 USD

SUB PROGRAM 3

SUB PROGRAM 3

Part 3
Sub Program 3 "Secretary of State for Civil Servants"

In 2012 SP 3 will organize one training described in the following section.

3.1. Dissemination on policies and principles for SNA human resources development and management.

A). Background
The key objective for SP3 in IP3 is SNA human resources development and management by ensuring that SNA human resources have capacity to respond to the needs of its citizens in the context of democratic development described in the NPDD. Currently the capacity of SNA personnel to implement key principles of democratic development is still limited, especially capacity in public service delivery and local development. Therefore, capacity development of SNA human resources will continue in 2012.

Dissemination of policies and principles of SNA human resources development and management needs to be included in the NCDD CD Plan for 2012.

B). Key topics
- Overview of state human resources management
- Policy on SNA human resources development and management
- Guideline on SNA human resources management
- Mechanism to support the management and development of SNA human resources

C). CD strategy
The SP3 working group will organize training as described below:
- National workshop: national dissemination workshop in Phnom Penh for representatives from CP and MDK.
- CP training: the working group will make a mission to individual provinces to disseminate the policy on SNA human resources development, management and manuals related to the management of SNA personnel.

D). Timeframe
- Feb-Apr 2012 : develop training materials
- June 2012 : first dissemination workshop at national level
- July-Aug 2012 : dissemination at CP level
- Oct 2012 : develop dissemination materials
- November 2012 : Second dissemination workshop

E). Estimated budget
- First dissemination : 54100USD
- Second dissemination : 28180USD

Total : 82280USD

SUB PROGRAM 4

Part 4
Sub Program 4 "Ministry of Economic and Finance"

In 2012 SP 4 will organize 6 trainings described in the following sections.

4.1. IP3's Financial Management System

A). Background

IP3 SP4 devotes substantial attention to a broad scope of capacity development objectives required to support successful (and sustainable) implementation of the new institutional framework for sub national finances, especially focusing on municipal district finance, envisioned by the National Program of Sub National Democratic Development (NP-SNDD). Within the scope of Public Finance Management-related capacity development requirements, Component 4.4 of SP 4 identifies objectives for capacity development activities targeting improvements in MEF's capacity. The activities includes; (i) *support* Sub National Administration capacity to adapt to and operate under new institutional arrangements for subnational financial management, and (ii) *monitor* and *evaluate* Sub National Administration financial management performance when the new system are in place. The focal point within the Ministry of Finance and Economy (MEF) for the support and supervisory function is the Local Finance Department (LFD). As such, it is critical to ensure that LFD develops the necessary capacities to fulfill its role under Sub Program 4.

B). Content of the training

The training session will focus on the following topics;

- General provision of IP3 financial management system
- Budget preparation (structure of account codes)
- Budget implementation (accounting, budget amendment)
- Financial reporting

There will be an establishment of a capacity development team for building capacity of sub national administration, composed of staff from the Sub Program Management Unit (SPMU) and finance staff from NCDDS. This working group will prepare and review training documents and conduct training on IP3 financial management system to sub national administration.

C). Training strategy

This training follows the strategy below;

1. Training for technical staff of capital/provinces at national level: Training of Trainers (ToT) to SNA at national level with 96 participants (4 people per capital/province; 2 people from the finance division, 1 finance officer from PDEF and 1 PFA). This training will take place in two days, divided into two groups.
2. Training for staff from all divisions of CP: After receiving ToT from national level, each ToT from capital/province conducts training to staff from all divisions and all IP3 advisors at capital/province. This is a 2-day training with approximately 15 participants per capital/province.
3. Training to the management of capital/province at national level: This training target the capital/provincial management and is designed for 120 participants (5 participants per capital/province; 2 provincial councils, 2 from the board of governors and 1 administrative director). This session will be held in one day and is divided into two groups.

D). Training Schedule

- March-April 2012 : Preparation of training document
- April – May 2012 : TOT at national level
- April - May 2012 : Training to staff from all division and all CP- IP3 advisors
- June 2012 : Training CP management at national level

E). Estimated budget

- Budget for TOT at national level : $10,204.00
- Budget for training to staff from divisions & advisors at CP : $3,368.00
- Budget for training to the management of CP : $10,370.00

Total budget : $21,942.00

4.2. Training on municipality/district's Financial Management System

A. Background

IP3 SP4 devotes substantial attention to a broad scope of capacity development objectives required to support successful (and sustainable) implementation of the new institutional framework for sub national finances, especially focusing on municipal district finance, envisioned by the National Program of Sub National Democratic Development (NP-SNDD). Within the scope of Public Finance Management-related capacity development requirements, Component 4.4 of SP 4 identifies objectives for capacity development activities targeting improvements in MEF's capacity. The activities includes; (i) *support* Sub National Administration capacity to adapt to and operate under new institutional arrangements for subnational financial management, and (ii) *monitor* and *evaluate* Sub National Administration financial management performance when the new system are in place. The focal point within the Ministry of Finance and Economy (MEF) for the support and supervisory function is the Local Finance Department (LFD). As such, it is critical to ensure that LFD develops the necessary capacities to fulfill its role under Sub Program 4.

B). Content of the training

This training session will focus on the following topics;

- General provision of DM financial management system
- Revenues and expenditures
- Budget preparation and budget approving
- Budget implementation
- Accounting and payment system
- Cash management
- Procurement procedures
- Property management
- Auditing of accounts and operations
- Financial report

There will be an establishment of a capacity development team for building capacity of sub national administration composed of staff from Sub Program Management Unit (SPMU), staff from national treasury and finance staff from NCDDS. This working group will prepare and review training documents and conduct training on DM financial management system to sub national administration.

C). Training strategy

This training follows the strategy below;

1. Training of ToT of capital/provinces at national level: Training of Trainers (ToT) to SNA at national level consist of 96 participants (4 trainees per capital/province; 1 from CD team, 1 finance officer from PDEF, 1 finance officer from finance division and 1 PFA). This training will take place for four day divided into two groups.
2. Training of technical staff of DMK at capital/province: After receiving ToT from national level, each ToT from capital/province has conducted training to staff from DMK (2 admin/finance staff from DMK and 1 DMK advisors) at capital/province. The training would be held in four days with 3 participants per DMK.
3. Training to the DMK management at DMK level: DMK advisor in collaborate with the TOT of capital/province will conduct training to DMK management (all councils, all board of governor, admin director and deputy admin director). This session will be held for two day at DMK's office.

D). Training Schedule

- April-May 2012 : Preparation of training document
- May 2012 : TOT at national level
- June-July 2012 : Training to technical staff of DMK at capital/province
- June-July 2012 : Training to the DMK management at DMK level:

E). Estimated budget

- Budget for TOT at national level : $15,060.00
- Budget for training to staff from divisions & advisors at CP : $64,380.00
- Budget for training to the management of CP : $15,657.00

Total budget : $95,097.00

4.3. Implementation of DMK transitional budget 2012

A). Background

IP3 SP4 devotes substantial attention to a broad scope of capacity development objectives required to support successful (and sustainable) implementation of the new institutional framework for sub national finances, especially focusing on municipal district finance, envisioned by the National Program of Sub National Democratic Development (NP-SNDD). Within the scope of Public Finance Management-related capacity development requirements, Component 4.4 of SP 4 identifies objectives for capacity development activities targeting improvements in MEF's capacity. The activities includes; (i) *support* Sub National Administration capacity to adapt to and operate under new institutional arrangements for subnational financial management, and (ii) *monitor* and *evaluate* Sub National Administration financial management performance when the new system are in place. The focal point within the Ministry of Finance and Economy (MEF) for the support and supervisory function is the Local Finance Department (LFD). As such, it is critical to ensure that LFD develops the necessary capacities to fulfill its role under Sub Program 4.

B). Content of the training

This training session will focus on the following topics;

- General provision of DM transitional budget 2012
- Budget preparation
- Budget implementation
- Financial report

The capacity development team for SNA is composed of staff from Sub Program Management Unit (SPMU), staff from the national treasury and staff from the local finance department (LFD) of the Ministry of economy and finance (MEF). The working group will prepare and review training documents and conduct training on DM transitional budget 2012 to sub national administration.

C). Training strategy

This training follows the strategy below;

1. Training to ToT of capital/provinces at national level: Training of Trainer (ToT) to SNA at national level consist 96 participants (4 trainees per capital/province; 1 from CD team, 1 finance officer from PDEF, 1 DMK accountant from CP treasury and 1 PFA). This training will take place for three day with divided into two groups.
2. Training to technical staff of DMK at capital/province: After receiving ToT from national level, each ToT from capital/province has conduct training to staff from DMK (2 admin/finance staff from DMK and 1 DMK advisor) at capital/province. The training would be held in three days with 3 participants per DMK.

D). Training Schedule

- March 2012 : Preparation of training document
- April 2012 : TOT at national level
- April-May 2012 : Training to technical staff of DMK at capital/province

E). Estimated budget

- Budget for ToT at national level : $12,424.00
- Budget for training to staff from divisions & advisors at CP : $53,400.00

Total budget : $65,824.00

4.4. Workshop on reviewing training document and SNA financial management system manual

A). Background

IP3 SP4 devotes substantial attention to a broad scope of capacity development objectives required to support successful (and sustainable) implementation of the new institutional framework for sub national finances, especially focusing on municipal district finance, envisioned by the National Program of Sub National Democratic Development (NP-SNDD). Within the scope of Public Finance Management-related capacity development requirements, Component 4.4 of SP 4 identifies objectives for capacity development activities targeting improvements in MEF's capacity. The activities includes; (i) *support* Sub National Administration capacity to adapt to and operate under new institutional arrangements for subnational financial management, and (ii) *monitor* and *evaluate* Sub National Administration financial management performance when the new system are in place. The focal point within the Ministry of Finance and Economy (MEF) for the support and supervisory function is the Local Finance Department (LFD). As such, it is critical to ensure that LFD develops the necessary capacities to fulfill its role under Sub Program 4.

B). Content of the workshop

Te training session will focus on the following topics;

- Financial management system at national level
  - Payment procedures
  - Accounting system (structure budget codes)
  - Financial statement

The workshop is jointly organized by SP 4 Management Unit (SPMU) of the Ministry of Economy and Finance (MEF) and the NCDDS aiming to collect inputs from all stakeholders in order to design an administration and finance manual for effective implementation of IP3.

C). Workshop strategy

The workshop will be conducted as described in the following strategy;

1. The workshop covers the national level: The purpose of workshop is to review training document and IP3 administration/finance manual. The total number of participants is 145 (5 participants per capital/province; 3 participants per sub program and 7 participants from NCDDS). This is a 2 day event..

D). Schedule for workshop

- April-May 2012 : Preparation of training document
- June-July 2012 : Workshop is taking place

E). Estimated budget

- Budget for workshop at national level : $12,651.00

<u>Total budget : $12,651.00</u>

4.5. Refresher training on DMK accounting system and payment procedures

A). Background

IP3 SP4 devotes substantial attention to a broad scope of capacity development objectives required to support successful (and sustainable) implementation of the new institutional framework for sub national finances, especially focusing on municipal district finance, envisioned by the National Program of Sub National Democratic Development (NP-SNDD). Within the scope of Public Finance Management-related capacity development requirements, Component 4.4 of SP 4 identifies objectives for capacity development activities targeting improvements in MEF's capacity. The activities includes; (i) *support* Sub National Administration capacity to adapt to and operate under new institutional arrangements for subnational financial management, and (ii) *monitor* and *evaluate* Sub National Administration financial management performance when the new system are in place. The focal point within the Ministry of Finance and Economy (MEF) for the support and supervisory function is the Local Finance Department (LFD). As such, it is critical to ensure that LFD develops the necessary capacities to fulfill its role under Sub Program 4.

B). Content of the training

This training session focus on the following topics;

- General provision of DMK budget
- Budget classifications
- Accounting and payment system
- Account code
- Budget preparation, budget approving and budget implementation

A capacity development team for SNA composed of staff from Sub Program Management Unit (SPMU) and staff from the national treasury will be established. This working group will prepare and review training documents and conduct refresher training on DMK accounting system and payment procedures.

C). Training strategy

This training follows the strategy below;

1. Training for technical staff of capital/provinces at national level: Training for technical staff at SNA at national level with 97 participants (3 trainees per capital/province; 1 chief accountant at treasury, 1 DMK accountant and 1 PFA) and 25 from all sub program and NCDD-S. The training will take place for two days.

D). Training Schedule

- September 2012 : Preparation of training document
- October 2012 : Refresher training at national level

E). Estimated budget

- Budget for refresher training at national level : $7,909.00

Total budget : $7,909.00

4.6. Capital/province/municipality/district/Khan's annual budget closure

A). Background

IP3 SP4 devotes substantial attention to a broad scope of capacity development objectives required to support successful (and sustainable) implementation of the new institutional framework for sub national finances, especially focusing on municipal district finance, envisioned by the National Program of Sub National Democratic Development (NP-SNDD). Within the scope of Public Finance Management-related capacity development requirements, Component 4.4 of SP 4 identifies objectives for capacity development activities targeting improvements in MEF's capacity. The activities includes; (i) *support* Sub National Administration capacity to adapt to and operate under new institutional arrangements for subnational financial management, and (ii) *monitor* and *evaluate* Sub National Administration financial management performance when the new system are in place. The focal point within the Ministry of Finance and Economy (MEF) for the support and supervisory function is the Local Finance Department (LFD). As such, it is critical to ensure that LFD develops the necessary capacities to fulfill its role under Sub Program 4.

B). Content of the training

This training session will focus on following topics;

- General provision of CPDMK budget 2012
- Budget preparation (accounting structure code)
- Budget implementation (accounting and amendment)
- Reporting

The training will be organized by the general department of national treasury in collaboration with SPMU. General department of national treasury will prepare and review all training document and then conduct training on the closure of capital province municipality district commune and Sangkat 2012 closure.

C). Training strategy

The training follows the strategy below;

1. Training to staff of capital/provinces at national level: Training to relevant staff of SNA at national level consist 121 participants (4 participants per capital/province; 1 chief of CP treasury, 1 chief accountant at treasury, 1 DMK accountant and 1 PFA) and 25 from national level). This is a three days training.

D). Training Schedule

- November 2012 : Preparation of training document
- December 2012 : Training at national level

E). Estimated budget

- Budget for training at national level : $12,849.00

Total budget : $12,849.00

Beside the above CD activities, SP 4 plans to conduct a consultative workshop and training on various subjects such as:

- Consultative workshop and dissemination on SNIF
- Workshop on testing of conditional funding system to SNA
- Consultative workshop on the options of local revenue policy
- Dissemination workshop on public procurement for SNA
- Consultative workshop on draft gender mainstreaming procedure in SNA budgeting
- Reflection workshop on MD fund implementation
- Training on using of SNA financial database

SUB PROGRAM 5

Part 5

Sub Program 5 "Ministry of Planning"

In 2012, sub program 5 has 5 CD topics as described below:

5.1. Commune/Sangkat Development Planning and Investment Program

A). Backgroud

The training activities refers to the Law on the Administration and Management of Commune/Sangkat and inter-ministerial Prakas, Ministry Planning and Ministry of Interior, number 099, issued February 20th 2007, and number 2423, issued July 3rd, 2002 on Commune/Sangkat Development Planning and Investment Program.

In 2012, IP3 SP5 will focus on the revision of the technical guidelines for the Commune/Sangkat Development Planning and Investment Program ensuring that they are aligned with the technical guidelines of Development Plan and Investment Program for province, municipality, district and Khan. Ministry of Planning will cooperate with Ministry of Interior and other relevant institutions to provide capacity building for newly elected councils, members of commune/sangkat planning and budgeting committees on the revised technical guideline for commune/sangkat development plan and investment program. SP 5 and Ministry of Planning will include the training activity on Commune/Sangkat Development Plan and Investment Program into the capacity development plan of NCDD for 2012.

B). Key topics

The training topics are:

- Application of tools and commune/sangkat situation analysis
- Analysis of problems, needs and solutions
- Development of goal and strategies
- Development of Priority Project

A working group consisting of Ministry of Planning, Ministry of Interior, NCDD-S and other relevant institutions will review and revise the technical guidelines of commune/sangkat development plan and investment program and submit to Ministry of Planning and Ministry of Interior for approval.

C). Strategy

After approval from the Ministry of Planning and Ministry of Interior, the working group will provide training to:

- Provincial ToT Training: The training will be organized for 80 participants, including staff of provincial department of planning, staff of the planning and investment division. This training is 3 days and the participants will be divided into small groups during the training.
- Provincial Training: the provincial working group will provide echo-training to staff in the district planning and supporting office, municipal/district council, commune/sangkat council and members of commune/sangkat planning and budgeting committees.

D) Timeframe

- March-April 2012 : document preparation
- May 2012 : Provincial training
- May 2012 : Echo-training

e).Estimate Budget

- Provincial ToT training : 10,740 USD
- Provincial training : 48,500 USD

Total : 59,240 USD

5.2. Project Database Management for Sub-National Administration

A). Background

The training activities refers to The Law on the Administration and Management of Commune/Sangkat and inter-ministerial Prakas, Ministry Planning and Ministry of Interior, number 099, issued February 20th, 2007 and number 2423, issued July 3rd, 2002 on Commune/Sangkat Development Planning and Investment Program.

Every year, before the district integration workshop, Provincial Department of Planning insert the priority project of the commune/sangkat in the project database management and produce a project matrix to send to the provincial line departments and other relevant agencies for reviewing and support. During the district integration workshop, the representative from the commune/Sangkat council will present the project matrix to the participants to mobilize recourses for supporting the project. SP 5 and Ministry of Planning will include training on Project Database Management in the NCDD capacity development plan 2012.

B). Key Topics

The training topics are:

- How to use Commune/Sangkat Project in Project Database Management
- Development of the project matrix for district integration workshop
- Monitoring and following up project implementation

C). Strategy

The training strategy is:

- The training will be organized for 80 participants, including staff of provincial department of planning, staff of planning and investment division. This training is a 3 day training and the participants will be divided into small groups during the training.

D). Timeframe

- June 2012 : document preparation
- July 2012 : Training for staff at the Provincial department of planning and staff of planning and investment program

E). Estimated Budget

- Training at Capital and Provincial Level :**10,740 USD**

5.3. Provincial Development Forum and District Integration Workshop

A). Background

The training activities refer to the technical guidelines of the district integration workshop, issued on November 23rd 2004 and successful experiences of the district integration workshop which has extended its number of participants and is better prepared in advance.

The technical guidelines for the 3-year rolling investment program for Capital and Provincial level issued by NCDD-S and the one-year experience of SP 5 running the provincial development forum will be the major input for revision of the technical guidelines for the provincial development forum. After approval of the revised guidelines, SP 5 will take the lead in developing and provide training. SP 5 and Ministry of Planning will include the training topic in the Provincial Development Forum and District Integration Workshop of NCDD for 2012.

B). Key topics

The topics are:

- The process of Capital/Provincial Development Forum
- The process of Municipal, District and Khan Integration workshop
- The connection between Provincial development forum and the District Integration workshop

C). Strategy

The training strategy is:

- Provincial ToT Training: The training will be organized for 80 participants, including staff of the provincial department of planning, and staff in the planning and investment division. This is a three- day training and the participants will be divided into small groups during the training.
- District Training: the provincial working group will provide echo-training to staff in the district planning and supporting office, municipal/district council, commune/sangkat council and member of commune/sangkat planning and budgeting committees.

D). Timeframe

- July-August 2012 : document preparation
- September 2012 : Training for staff at the Provincial department of planning and staff of planning and investment program
- September 2012 : Echo-training

e).Estimate Budget

- o Provincial ToT training : 10,740 USD
- o District training : 7,200 USD

Total : 17,940 USD

5.4. Village, Commune, Sangkat Data Collection

a). Background

The Village, Commune and Sangkat database was developed in the Seila program, supported by UNDP/OPS/CARERE. After in-depth studies and several revisions, the Ministry of Planning have adopted the village, commune and Sangkat database as a national database to be aligned with laws and regulations in the reform on decentralization and democratic development in Cambodia.

With reference to the technical guidelines Ministry of Planning issued in October 2011, village, commune, Sangkat data collection is not a survey method because the owner of the database is the village, commune and Sangkat. The database provide major inputs in the preparation of the development plan and investment program of commune, Sangkat, capital, province, municipal, district and Khan. SP 5 and the Ministry of Planning will include training on effective use of the Village, Commune, Sangkat Data Base as well as how to categorize and make inputs to the database..

B). Key topics

The training topics are:

- Complete the information in questionnaires
- Data collection methods
- Data control and verification

C). Strategy

The training strategy is:

- Provincial ToT Training: The training will be organized for 80 participants, including staff of the provincial department of planning, staff in the planning and investment division. This is a three-day training and the participant will be divided into small groups during the training.
- District training: the provincial working group will provide the echo-training to staff in the district planning and supporting office, the commune/Sangkat council, and for the village chief and commune/sangkat clerk.

D).Timeframe

- August-September 2012 : document preparation
- October 2012 : Training for staff at the Provincial department of planning and staff in planning and investment program
- October 2012 : Echo-training

E). Estimate Budget

- Provincial ToT training : 10,740 USD
- Echo-training : 64,785 USD

Total : 75,525 USD

5.5. Data Analysis and Produce profiles of Commune, Sangkat, Municipal, District, Khan, Province and Capital

A). Background

After receiving the data book, the village chief and the commune clerk fill in the required information and send the data book back to the provincial department of planning. They analyze the data and insert them in the Commune Database. The development of Commune and Sangkat profiles is a task among many other tasks the provincial department of planning does during the preparation of the commune/Sangkat development plan and investment program.

For the profiles of capital, municipal, district and khan, the provincial department of planning only provides training on data analysis and they will continue to prepare the profiles of capital, municipal, district and khan by themselves. There will be a yearly refresher training conducted. SP 5 and Ministry of Planning will include training on Data Analysis and Produce profiles of Commune, Sangkat, Municipal, District, Khan, Province and Capital in its 2012 CD plan.

B). Key topics

The training topics are:

- Data Entry
- Data Analysis for Capital, Province, Municipal, District, Khan, Commune and Sangkat
- Development of profiles of Capital, Province, Municipal, District, Khan, Commune and Sangkat

C). Strategy

The training strategy is:

- Provincial ToT Training: The training will be organized for 80 participants, including staff at the provincial department of planning, and staff of the planning and investment division. This is a three-day training and the participants will be divided into small groups during the training.

D).Timeframe

- October 2012 : document preparation
- November 2012 : Training for staffs of Provincial department of planning and staff of planning and investment program

E). Estimated Budget

- Training at Capital and Provincial Level :**10,740 USD**

SUB PROGRAM 6

Part 6

Sub Program 6 "NLC/S"

In 2012, sub program 6 has one CD activity described below:

6.1. Basic concepts of local government associations (theory and practice)

A). Background

Institutional development, particularly human resource skill development, is an important activity for IP3. The establishment of a local council association is an ongoing voluntary process based on democratic principles where broad dissemination of information and discussions is important but resource intense. The Cambodian local council association is not yet established, but participation of local council representatives in NCDD process is strongly required. Therefore, NLC/S has planned training for selected representatives of local councils in 2012.

B). Substantial training

- Basic concept of local government association (theory and practice)
- NLC/S strategic plan
- Partnership and advocacy
- Skeleton of sample draft statute and internal rule of Cambodian local council association

C). Strategy

- Trainers: selected resource persons from NLC/S
- Participants: selected representatives from councils of capital, province, municipality, district, commune and Sangkat (52 councilors).
- Methodology: lectures, lessons learned and discussion.

D). Timeframe

- Draft concept note and request for endorsement from NLC/S management (April 2012).
- Develop training materials (early May 2012)
- Logistic and administrative arrangement and communication (mid May 2012)
- Conduct training (At the end of May)

E). Estimated budget

- Total cost of training: **USD4660**

Targeted training raised by CP

in 2012, each CP have propose CD on different subjects as below:

No	Topic	Target groups	Esti. budget	Proposed CP
01	Refresher training on C/S project implementation	Provincial CD team, provincial advisors, TSO, staff of different divisions, contractors, C/S councilors, C/S focal persons, C/S clerks, C/S chief, MDK advisors, DMK POC staff, staff of C/S support office,	$ 23,049.00	KPT, KDL, KSP, RAT, PLN, MDK, KAM, KCH, STG, OMC, KEP, PVG, SHV, BMC
02	Refresher training on CIP	All offices in MDK administrations, TSO, CS support staffs, C/S chief, C/S clerks, MD advisors, C/S support office cheif.	$ 17,783.00	BAT, KPC, SVR, TAK, OMC, PUR and PVG
03	Refresher training on C/S admin and finance procedure	POC staffs, provincial CD team, C/S councilors, C/S clerks, C/S support staffs, representative of offices under MD administrations, MD social service staff.	$ 18,400.00	KPT, KRT, KSP, PLN, KPC, SVR, STG, OMC, PVG, SHV, BMC
04	Refresher training on democratic C/S administration management	provincial CD team, MD governors, MD admin directors, C/S coun cilors, C/S clerks, MD advisors, C/S support staffs.	$ 15,673.00	SRP, KPC, PVG
05	Refresher training on safeguards policy	POC staffs, MD advisors, DM admin directors, C/S councilors, C/S clerks, CS support staffs, safeguards focus persons	$ 15,645.00	KPT, BAT, KDL, SRP, KPC, TAK, KEP, BMC

06	Refresher training on planning, M&E and reporting system of IP3	Provincial advisors, provincial CD team, provincial M&E staffs, MD councilors, MD BoG, MD administration staffs, DM advisors, C/S support staffs, representative of provincial divisions, MD admin directors, C/S clerks, C/S chief	$ 14,914.00	KRT, RAT, SRP, PLN, MDK, KAM, KCH, KPC, SVR, PUR, PVG, SHV, PNP, BMC
07	Training on 2012 budget closing and 2013 budget preparation	representative of provincial divisions, provincial advisors, provincial CD team, treasury staffs, MD staffs, planning office staff, MD IT staffs, C/S chief, C/S clerks, MD advisors, MD cashiers, C/S councilors	$ 13,669.00	KPT, KDL, RAT, KKG, KCH, SVR, TAK, PUR
08	Training on village and commune database preparation and dissemination	Chief of planning office, staff of planning divison, staff of department of planning, C/S councilors, PBC, and C/S clerks	$ 11,088.00	KPC, Tak
09	Training on information technology	DM IT staff, MD advisors, provincial advisors, POC staff, representative of provincial divisions, MD advisors, directors and deputy directors, MD staffs, TSO, provincial admin directors, provincial IT staff	$ 10,219.00	KDL, KRT, RAT, KKG, SRP, KCH, KPC, TAK, PVG, MDK, SHV, PNP
10	Reflection workshop on the implementation of IP3 at provincial level	MD advisor, DM governor, Social service staffs, MD staff, C/S chief, C/S clerks.	$ 6,040.00	KDL, SVR, PNP

11	Training on Management and M&E concept	provincial counciors, provincial governor, admin director, admin deputy director, director and deputy director of divisions, chief and vice chief of offices and key staffs of provincial administrations, provincial CD team, Commune chief, commune clerks, commune M&E focal persons.	$ 5,309.00	PUR, PVG
12	Refresher training on good governance for C/S administration	provincial CD team, admin director and deputy, director and deputy director of divisions, key staffs of provincial administration, provincial councilors, provincial board of governors, chief and vice cheif of MD office, C/S support staffs, MK staffs, C/S clerks	$ 5,144.00	KDL, KEP, PUR, PVG
13	Refresher training on role and responsibility of CCWC and social services	All offices of DM administrations, CS support staffs, C/S chief, representative of CWCC, and MD advisors	$ 6,630.00	BAT, SRP
14	Training on CP MDK investment program within gender mainstreaming	Provincial CD team, provincial planning working groups, MD planning working groups,	$ 4,577.00	KPC, Tak, OMC, PNP
15	Training on small scale proposal writing	provincial CD team, POC staffs, C/S councilors, C/S clerks, MD adminstrations, planning and investment divisions,	$ 4,438.00	KSP, PLN, Tak, STG, KEP, BMC

16	Training on C/S evaluation and data collection	staff of human resources divison, staffs of planning and investment division, CD team members, internal C/S evaluation committee, C/S councilors, C/S clerks, C/S support staffs, DM advisors, M&E staffs,	$ 4,326.00	KRT, RAT, TAK, PVG
17	Refresher training on monitoring C/S project implementation	C/S chief, C/S project management committee	$ 2,984.00	KPT, SRP, STG
18	Refresher training on using the tools for infrastructure project (basic knowledge for infrastructure projects)	Infrastructure staffs, contractors, staffs of planning and investment division	$ 2,117.50	KPT, RAT, KAM KPT RAT, KCH, KPC, TAK, OMC, PVG, PNP, BMC
19	Refresher training on training skills and gender in capacity development	Infrastructure staffs, MD advisors, MD staff, C/S councilors, C/S clerks,	$ 1,796.00	KPT, KKG, STG, PNP
20	Reflection workshop on the implementation of commune councils functions and their capacity	DM staffs, C/S clerks, C/S councilors	$ 1,297.00	STG
21	Training on M&E for MDK administration	M&E staff, DM advisors, admin directors	$ 1,290.00	TAK
22	Orientation on PID, DIS, PDB CDB and BID system	DM advisors, MD IT staff, CSO, provincial and MD administrations	$ 1,231.00	KKG, OMC
23	Dissemination on human resources management policy and inventory	POC staff, representative of divisions, MD advisor, MD IT staffs, DM office assistants, DM staffs	$ 1,143.00	KRT

24	Refresher training on C/S contract administration and infrastructure project	Contractor, C/S support staffs, C/S councilors	$ 1,108.00	KDL, KSP, KCH
25	Orientation on office management	Staff of provincial divisions, MD staffs, and MD advisors	$ 972.00	KEP
26	Training on facilitation skills for district women affairs office to support C/S women and children focal persons and CCWC	Women and children focal persons, staff of district women affaires offices and WCCC	$ 786.00	TAK
27	Training on procurement procedure	contractors, provincial POC staffs, MD advisors, technical staffs, and C/S councilors	$ 623.00	KRT, SRP, SVR, OMC, PNP
28	Refresher training on study and technical standards for C/S projects	Infrastructure technical staffs	$ 489.00	KDL, KSP
29	DM data collection in 2012	DM IT staff	$ 412.00	KDL
30	Training on leadership and communication	MD and C/S administrations	$ 652.00	PLN, PNP
31	Training on NP-SNDD, IP3 to provincial councilors and line departments	DM councilors, representative of line departments and CSO	$ 278.00	KCH
32	Training on AutoCAD	TSO	$ 136.00	KKG
33	Training on role and responsibility of SNA	New staff	$ 367.00	SVR, PNP, BMC
34	Refresher training village chief working procedures	Village chief, C/S chief and clerks	$ 14.00	KEP
		Grant total		**$ 194,699.50**

ANNEX 1

Annex 1: Schedule for NCDD CD Plan 2012

No	Topic	Timeframe (month)											
		1	2	3	4	5	6	7	8	9	10	11	12
Sub Program 1													
1.1.	CD baseline for MDK administration			✓									
1.2.	CD framework for IP3						✓	✓					
1.3.	Orientation to new NCDDS staff					✓							
1.4.	Democratic accountability and role of NCDDS advisor					✓	✓						
1.5.	Orientation for CP and MDK council mentors				✓								
1.6.	Workshop on mentoring strategy for SNA council							✓			✓		
1.7.	Workshop on key principles of democratic development for C/S councilors								✓			✓	
1.8.	National forum for sharing international experiences on relationship between council and board of governor			✓									
1.9.	Monitoring and Evaluation for SNA						✓						
1.10.	Monitoring and Evaluation for sub programs							✓					
1.11.	Database and Information technology						✓				✓		
1.12.	Refreshment training on IP3 Personnel Database (PDB)				✓								
1.13.	Annual Work Plan and Budgeting Monitoring Database (AWPB-DB)						✓					✓	
1.14.	Preparing for Annual Work Plan and Budgeting through Database system for sub-program and capital/province	✓							✓				
1.15.	Leadership and networking						✓						
1.16.	Gender mainstreaming and gender analyzing tools for sub program of IP3				✓		✓						

No	Topic	Timeframe (month)											
		1	2	3	4	5	6	7	8	9	10	11	12
1.17.	Strengthening role of permanence deputy member of WCCC and gender mainstreaming at SNA				✓								
1.18.	Using tools for DCP, Concret testing,Topography, EPS				✓								
1.19.	Orientation workshop for internal auditors of NCDDS				✓		✓						
1.20.	Safeguard policy/technical standards for project preparation implementation at SNA				✓	✓	✓						
1.21.	NCDDS internal management and coordination system							✓					
1.22.	Training for MDK advisor						✓						
1.23.	Function transferring to SNA												
Sub Program 2													
2.1	Municipal/District fund project implementation				✓	✓							
2.2.	Municipal/District/Khan Administration							✓	✓				
2.3.	Organizational Development Orientation				✓	✓		✓					
2.4.	Organizational Development Skill					✓			✓		✓		
2.5.	Gender concepts and analysis tools in capacity development		✓	✓									
2.6.	Capacity development skill, gender concepts and analysis tools in capacity development						✓						
2.7.	Capacity development skill and gender concepts		✓	✓									
2.8.	Social services for WCCC and CCWC									✓	✓		
Sub Program 3													
3.1.	Dissemination on policy and principles on the management of SNA human resources						✓					✓	
Sub Program 4													

No	Topic	Timeframe (month)											
		1	2	3	4	5	6	7	8	9	10	11	12
4.1.	Training on IP3's Financial Management System				✓	✓	✓						
4.2.	Training on municipality/district's Financial Management System					✓	✓	✓					
4.3.	Training on implementation of DMK transitional budget 2012				✓	✓							
4.4.	Workshop on reviewing training document and SNA financial management system manual						✓	✓					
4.5.	Refresher training on DMK accounting system and payment procedures										✓	✓	
4.6.	Training on capital/province/municipality/district/Khan's annual budget closure											✓	✓
Sub Program 5													
5.1	Commune/Sangkat Development Planning and Investment Program					✓							
5.2.	Project Database Managment for Sub-National Administration							✓					
5.3.	Provicial Development Forum and District Integration Workshop									✓			
5.4.	Village, Commune, Sangkat Data Collection										✓		
5.5.	Data Analysis and Produce profiles of Commune, Sangkat, Municipal, District, Khan, Province and Capital											✓	
Sub Program 6													
6.1.	Basic concept of local government association (theory and practice)					✓							

ANNEX 2

Annex 2

Estimated budget for NCDD CD Plan for 2012

No	Topic	Est. budget	Sources of fund	other
	Sub Program 1			
1.1.	CD baseline for MDK administration	14744.00	Basket fund	
1.2	CD framework for IP3	9500.00	Basket fund	
1.3.	Orientation to new NCDDS staff	1200.00	Basket fund	
1.4.	Democratic accountability and role of NCDDS advisor	75000.00	Basket fund	
1.5.	Orientation for CP and MDK council mentors	24620.00	Basket fund	
1.6.	Workshop on mentoring strategy for SNA council	17224.00	Basket fund	
1.7.	Workshop on key principles of democratic development for C/S councilors	19400.00	Basket fund	
1.8.	National forum for sharing international experiences on relationship between council and board of governor	9280.00	Basket fund	
1.9.	Monitoring and Evaluation for SNA	32950.00	Basket fund	
1.10.	Monitoring and Evaluation for sub programs	9800.00	Basket fund	
1.11	Database and Information technology	10936.00	Basket fund	
1.12.	Refreshment training on IP3 Personnel Database (PDB)	9240.00	Basket fund	
1.13.	Annual Work Plan and Budgeting Monitoring Database (AWPB-DB)	15120.00	Basket fund	

1.14.	Preparing for Annual Work Plan and Budgeting through Database system for sub-program and capital/province	15120.00	Basket fund	
1.15.	Leadership and networking	200000.00	UNICEF/UNFPA	
1.16.	Gender mainstreaming and gender analyzing tools for sub program of IP3	17840.00	Basket fund	
1.17.	Strengthening role of permanence deputy member of WCCC and gender mainstreaming at SNA	13000.00	Basket fund	
1.18.	Infrastructure Equipment Training, DCP, Hammer Test, Auto Level, and GPS	11220.00	Basket fund	
1.19.	Orientation workshop for internal auditors of NCDDS	2968.00	Basket fund	
1.20.	Safeguard policy/technical standards for project preparation implementation at SNA	8055.00	Basket fund	
1.21.	NCDDS internal management and coordination system	720.00	Basket fund	
1.22.	Training for MDK advisor	18480.00	Basket fund	
1.23.	Function transferring to SNA	32440	Basket fund	
	Sub total for SP1	**568,857.00**		
	Sub Program 2			
2.1.	Municipal/District fund project implementation	102,230.00	Basket fund	
2.2.	Municipal/District/Khan Administration	99,850.00	Basket fund	
2.3.	Organizational Development Orientation	69,120.00	Basket fund	
2.4.	Organizational Development Skill	53,040.00	Basket fund	
2.5.	Gender concepts and analysis tools in capacity development	6,705.00	Basket fund	□

2.6.	Capacity development skill, gender concepts and analysis tools in capacity development	5,890.00	Basket fund	
2.7.	Capacity development skill and gender concepts	31,520.00	Basket fund	□
2.8.	Social services for WCCC and CCWC	434,585.00	UNICEF	
	Sub total for SP2	**802,940.00**		
	Sub Program 3			
3.1.	Dissemination on policy and principles on the management of SNA human resources	82280	Basket fund	
	Sub total for SP3	**82,280.00**		
	Sub Program 4			
4.1.	Training on IP3's Financial Management System	21,942.00	Basket fund	
4.2.	Training on municipality/district's Financial Management System	95,097.00	Basket fund	
4.3.	Training on implementation of DMK transitional budget 2012	65,824.00	Basket fund	
4.4.	Workshop on reviewing training document and SNA financial management system manual	12,651.00	Basket fund	
4.5.	Refresher training on DMK accounting system and payment procedures	7,909.00	Basket fund	
4.6.	Training on capital/province/municipality/district/Khan's annual budget closure	12,849.00	Basket fund	
	Sub total for SP2	**216,272.00**		
	Sub Program 5			
5.1.	Commune/Sangkat Development Planning and Investment Program	10,740.00	Basket fund	

5.2.	Project Database Managment for Sub-National Administration	10,740.00	Basket fund	
5.3.	Provicial Development Forum and District Integration Workshop	10,740.00	Basket fund	
5.4.	Village, Commune, Sangkat Data Collection	10,740.00	Basket fund	
5.5.	Data Analysis and Produce profiles of Commune, Sangkat, Municipal, District, Khan, Province and Capital	10,740.00	Basket fund	
	Sub total for SP2	**53,700.00**		
	Sub Program 6			
6.1.	Basic concept of local governance association (theory and practice)	4,660.00	Basket fund	
	Sub total for SP2	**4,660.00**		
	Targeted training proposed by CP	**190,094.00**	Basket fund	
	Grant total			**1,918,803.00**