



រាជរដ្ឋាភិបាលកម្ពុជា

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NCDD

National Committee for Sub-National
Democratic Development

2016 NCDD Annual Workplan and Budget

NCDD's outcomes and outputs to be achieved in 2016 are as follows:

OUTCOME #1: REFORM MANAGEMENT: The success of the second Three-Year Implementation Plan (IP3-II 2015-2017) depends on how well processes of change are managed. This outcome addresses several key issues arising from the first IP3 (2011-2014). It takes steps to: (i) coordinate and address the political nature of the reforms; (ii) strengthen ownership; (iii) improve communication and transparency; (iv) effectively manage change and results; (v) learn better and (vi) improve policy processes. The overall outcome is: Improved management of the National Program for Sub-National Democratic Development (NP-SNDD) reform process geared towards management of change.

Outputs in terms of reform management are as follows:

1. Coordination mechanisms improved and implemented to





ensure effective political decision making on Sub-National Democratic Development (SNDD) reforms

2. Structures, systems, procedures and capacity of NCDDS strengthened to improve policy development and program management
3. Communications strategy implemented, including regular and open consultation and information sharing between stakeholders both at national and subnational levels
4. On-going direct dialogue about SNDD reforms regularly held between NCDDS and Ministries and other institutions implementing the IP3
5. Sub-National Administration (SNA) structures, responsibilities, and capacities reviewed and improved to implement transferred functions
6. Capacity of the Secretariat of SNA Council Associations strengthened to support and deliver services to its members

OUTCOME #2: DEMOCRATIC ACCOUNTABILITY: The development of democratic institutions of local government, which represent and respond to the needs of citizens, is a primary objective of the second IP3. Under this outcome, the accountability relationship between the Board of Governors (BOG) and councilors will be better defined, social accountability and citizen engagement activities



will be implemented, compliance inspection and legality control measures will be strengthened and operational systems, such as Management Information Systems will be in place to facilitate Council decision making. The overall outcome is: SNAs function as local democratic and accountable institutions, including accountability of the BOG to the Council, accountability of Councilors to citizens and accountabilities of SNAs to comply with national laws



and standards.

Outputs in terms of democratic accountability are as follows:

1. Governance systems and procedures reviewed and revised to improve SNA lines of accountability
2. In partnership with civil society and local communities, at least 300 communes in 51 districts complete their social accountability activities and develop Joint Accountability Action Plans (JAAPs) by September 2016
3. SNA complaints handling mechanisms reviewed, redesigned and implemented in order to improve its access and use by citizens
4. SNA compliance inspection mechanisms designed and tested so that inspections can be undertaken in 2017
5. Design and implement a computerized District/Municipality/Khan (DMK) M&E system which provides useful information for Council meetings, which meets the needs of users, and which increasingly collects and inputs national information at the DMK level

OUTCOME #3: HUMAN RESOURCE MANAGEMENT & DEVELOPMENT: The number of staff an SNA has, their composition, skills and competencies, their attitudes, and the degree to which they can be flexibly managed by an SNA, are key factors in how well SNAs function. Under this outcome, SNAs will be provided increased autonomy in managing their staff (recruiting, appointing, and disciplining them) and Provincial Resource Facilities will develop the individual capacities of all cadres (administration, governors, councilors). Capacity Development (CD) will be increasingly demand driven and will include: coaching; provision of information and materials; quick responses to questions via telephone and email; workshops and forums; specific training on request, either directly or through other





capacity development providers; training designed by the center on new legislation or systems; learning activities; and exchanges of experience. The overall outcome is: SNAs autonomously and effectively manage and develop their staff in order to meet their service delivery mandates and priorities.

Outputs in terms of human resource management and development are as follows:

1. All subsidiary HR regulations, guidelines and manuals to support the separate statute on SNA personnel completed and implemented, including a strategy to increase the percentage of females in SNA management positions
2. Social equity and inclusiveness promoted in SNAs
3. Through Provincial/Capital Resource Facilities provide a variety of capacity development services to SNA councilors, Boards of Governors and Administrators
4. An action plan and budget for the establishment of an SNA Training Institute adopted
5. Construction of 34 District Offices completed

OUTCOME #4: SNA SERVICE DELIVERY AND FUNCTIONS: This outcome area enables SNAs to provide meaningful services in their jurisdictions. It transfers functions from Central government to SNAs and from Provinces to Municipalizes; it promotes SNA initiative, innovation and service delivery partnerships through the general mandate; and it strengthens the delivery of administrative services. The overall outcome is: SNAs are enabled to meet citizens' service delivery expectations and to provide meaningful services at the level of government closest to citizens.

Outputs in terms of SNA service delivery and functions are as follows:





1. SNAs are facilitated to identify and implement a wider range of permissive functions
2. Social service delivery, local economic development, climate change adaptation and other specific services strengthened through District/Municipality (DM) Fund and Commune/Sangkat (CS) Fund implementation



3. Primary, early-child, and non-formal education functions transferred to all DMs in one target province
4. Capital and all DMs implement their urban solid waste management functions effectively
5. State orphan center management, the oversight of NGO-managed child care centers, and the management of child victims and vulnerable children in communities transferred to the province, DMs and CSs respectively, in one target province
6. Primary health care functions transferred to a number of target SNAs
7. Rural road routine maintenance functions transferred to a number of target DMs
8. The pilot transfer of rural sanitation and water supply operations and maintenance continued in targeted Districts
9. Agreement reached on the transfer of additional significant functions to be implemented beginning in 2017
10. Agreement reached on the transfer of urban services from provincial level to municipalities, to be implemented beginning in 2017
11. Full one window service offices expanded to 5 districts and alternative one window service mechanisms established in remaining SNAs
12. Partnership arrangements between SNAs, the private sector and



civil society organizations facilitated to improve local economic development and service delivery

OUTCOME #5: FISCAL DECENTRALIZATION: Fiscal transfer mechanisms will be designed and implemented in order to increase SNAs' access to financial resources. Chief amongst these are the DM Fund, conditional grant transfers, the Sub-National Investment Facility (SNIF) and SNA own source revenues. Under this outcome, financial management and planning systems will also be further developed and reviewed. These are expected to provide SNAs increased autonomy, to reduce delays in the disbursement of funds, and to facilitate SNAs to develop and implement plans which are comprehensive, clearly state strategic goals, and are led and overseen by Councilors. The overall outcome is: Financial resources are adequate, well planned and well managed, enabling DMs to meet their service delivery mandates.

Outputs in terms of fiscal decentralization are as follows:

1. Administrative and development components of the DM Fund strengthened and CS Fund, DM Fund and Provincial/Capital (PC) budgets transferred and implemented
2. SNA conditional grant mechanisms in place to support functional transfer
3. Policy and regulations on SNA own source revenues developed and approved
4. SNIF regulations and guidelines developed and approved so that projects can begin implementation in 2017
5. SNA financial management procedures reviewed and revised to improve timely disbursement and effective budget execution
6. Technical guidelines on SNA planning processes reviewed to reflect different types of SNAs (Capital, Province, Municipality/ Sangkats and rural Districts/ Communes)
7. Use of SNA planning databases strengthened, with data updated annually



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