



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

NCDD CAPACITY BUILDING PLAN FOR 2009

NCDDS

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INTRODUCTION

Education and capacity development is a main part to support the implementation of D&D reform at national and sub national level including Capital, Province, Municipality, District, Khan and C/S level. Even though, NCSC as well as NCDD has provided capacity building support to C/S councilors, the capacity of C/S councilors are still limited. Furthermore, capacity of Capital, Province, Municipality and Khan administrations which will be established in upcoming May 2009, need to be built in order to help them function their roles and responsibilities according to the legal documents set.

By understanding that capacity development is very important, NCDD prepare and compile this NCDD capacity development plan for 2009 aims to develop a specific plan for building capacity of D&D reform practitioners at national and sub national level and also aim to provide clear information to all development partners on the need of capacities.

The document on NCDD capacity development plan for 2009 is divided as two parts: 1).Capacity building to support the D&D reform practitioners at sub national level including Capital, Province, Municipality, District and Khan level, and 2).Capacity building to support the implementation at C/S level. Each part will describe about specific topic, rational, key contents, training strategy, timeframe, and budget plan.

Although the development of this plan is based on the analysis of roles and responsibilities of D&D reform implementers, results of training need assessment (TNA) in 2009 which was conducted with 78 target groups in 15 provinces, civil society, and national league of C/S, and also the consideration of the result of TNA in 2008, this NCDD capacity building plan for 2009 is still not completed enough. So, NCDD will appreciate to get constructive feedback from all of you.

PART 1

CAPACITY DEVELOPMENT FOR CAPITAL, PROVINCE, MUNICIPALITY, DISTRICT, KHAN ADMINISTRATION

1.1. Topics for building capacity of Capital, Province, Municipality, District, Khan Administration

Topics for building capacity of Capital, Province, Municipality, District, Khan Administration are following:

☞ Training course

1. Sub-national administration management through decentralization and deconcentration (Orientation)
2. C/P development plan and C/P 3-year rolling investment program
3. M/D/K development plan and M/D/K 3-year rolling investment program
4. Sub national financial management system
5. D/K Project Implementation
6. Training for C/S supporting unit at D/K level

☞ Workshop

7. Organic Law extension workshop

☞ Public Education and awareness

8. Booklet printing
9. Poster printing
10. Education program through radio
11. Education program through TV

☞ Training for national level

12. Facilitation and Training skills
13. Pre and Post training meetings

1.2. Training

1.2.1. Sub-national administration management through decentralization and deconcentration

a). Background

To implement strategy reform on decentralization and deconcentration, the Royal Government of Cambodia has developed the law on administration management of province, municipality, district and Khan; that this law has been started to operate with the degree number ns/rkm/0508/017 issued on 22 May, 2008. The key role player in this reform is the national and local administration including provincial, municipal and district, Khan that these key players are necessary has knowledge on this law. At the meantime based on the results study of the TNA, most of key informants at provincial level informed that they need to build capacity on sub national administration management through D&D. Moreover, in order to assist capital, province, municipality, district and khan administrative to fulfill their functions following the legal framework, they really to be built knowledge on the sub-national administration management through D&D.

According to the needs and the real needs of local committee and other relevant people in provincial/municipal and district/khan level the National Committees for Supporting Decentralization and Deconcentration has decided to introduce the training course on the sub national administration management through D&D to NCDD capacity building plan in 2009.

b). Content

The training contents of guideline on management of local administration of provincial/municipal and district/khan on decentralization and deconcentration will focus on the important subjects as following:

- The concept of the law on the administration management of capital, province, municipality, district and Khan.
- Relevance legal framework
- Action plan for sub national administration

A Working Group will be established and consist of members from Policy Team, relevant offices/DoLA, PSDD Advisers, PILAC/JICA, other relevance people. This Working Group will develop a draft training manual and training methodology which is based on the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans, as well as related regulations, and others. The draft of this training will be submitted to NCDD for approval. After approval from NCDD, the Capacity Building and Information Unit/PT and the Working Group will conduct this training test at sub-national level.

c). Strategy

After field test and finalizing the document, the Capacity Development and Information Unit/PT together with the Working Group will provide training to:

- **For Capital and provincial administration:** National trainers including the management of NCDD and MoI will train all capital and provincial councilors and board governors. Total participants are approximately 511 which need to be divided as 6 separated classes/times. One time will invite participants from 4 provinces.
- **For Municipal, district and Khan administration:** Training for municipal, district and Khan administration will be conducted as 3 steps as following:
 - **National ToT:** Conduct national TOT training for master trainers from Municipalities and other 23 provinces. Thus, each Municipality and Province shall send 2-6 participants to attend this national ToT. Total participants are 62 and need to be divided as 2 classes.
 - **Provincial ToT :** Participants who attend national ToT will conduct provincial ToT at their respective capital and province. Participants who attend provincial ToT is PFT or persons who responsible to assist municipal, district and Khan administration. Each capital or province will conduct only one ToT class.
 - **Municipal, district and Khan training:** Participants who attend provincial ToT will conduct training for municipal, district and Khan administration. The participants are including all councilors, board governors. This training will conduct separately from one administration to others.

Each course will take 3 days.

d). Timeframe

- Jan-Mar 2009 : Preparing draft of training manual and testing.
- Apr-May 2009 : National and provincial TOT.
- Jun-July 2009 : Training to the target group.

e). Budget Plan

- Training for Capital and province : 93,054 USD
- National TOT : 9,556 USD
- Provincial ToT : 1,225 USD
- M/D/K Training : 23,541 USD
- Total : 127,377 USD**

1.2.2. C/P¹ Development Plan and C/P 3-Year Rolling Investment Program

a). Background

In accordance with the article 37 stated in the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans, the councils in each level shall formulate and approve a five-year (5) development plan to be updated annually through a three (3) year rolling investment program. To ensure the implementation of the roles and responsibilities as mentioned above, NCDD prioritizes the training topic related to the formulation of Capital and Provincial development plan and its rolling investment program into the 2009 NCDD training plan.

b). Contents

The training on 5-year development plan and 3-year rolling investment program focuses on the main sub-titles as follows:

- Formulating vision, goals and objectives for long term development
- Identifying the levels of development and needs
- Development framework;
- Budget planning;
- Strategy to implement plan in accountability and transparent manner;
- Identifying measurable indicators

A Working Group will be established and consist of members from Policy Team, relevant offices/DoLA, PSDD Advisers, officials from MoP and other ministries. This Working Group will develop a draft training manual and training methodology which is based on the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans, as well as related regulations, CDP/CIP and others. The draft of this training will be submitted to NCDD for approval. After approval from NCDD, the Capacity Building and Information Unit/PT and the Working Group will conduct this training test at sub-national level.

c). Strategy

After field test and finalizing the document, the Capacity Development and Information Unit/PT together with the Working Group will provide training to:

- **Capital and provincial administration:** National trainers including the management of NCDD and MoI will conduct extension training to all capital and provincial councilors and board governors. Total participants are approximately 511 which need to be divided as 6 separated classes/times. One time will invite participants from 4 provinces.
- **Implementing unit:** National trainers will conduct detail training to 2 participants from implementing (planning) unit and 1 local administration advisor from each capital and province. Total participants are approximately 72 which is divided as 2 classes.

Each training will take 3 days.

d). Timeframe

- Jan-May 2009 : Preparing draft of training manual and testing.
- Aug. 2009 : Conducting training to target groups.

e). Budget Plan

- C/P training : 93,054 USD
- Implementing unit training : 10,816 USD
- Total : 103,870 USD**

¹ C/P : C = Capital, P = Province

1.2.3. M/D/K² Development Plan and M/D/K 3-Year Rolling Investment Program

a). Background

In accordance with article 37 stated in the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans, the councils in each level shall formulate and approve a five-year (5) development plan to be updated annually through a three (3) year rolling investment program. To ensure the implementation of the roles and responsibilities as mentioned above, NCDD prioritizes the training topic related to the formulation of development plan and its investment program for Municipalities, District and Khan into the 2009 NCDD training plan.

b). Contents

The training on the formulation of development plan and its rolling investment program for Municipalities, District and Khan focuses on the main points as follows:

- Formulating vision, goals and objectives for long term development;
- Identifying the level of development and needs;
- Development framework;
- Budget planning;
- Strategy to implement plan in accountability and transparent manner; and
- Identifying measurable indicators

A Working Group will be established and consist of members from National Policy Team, relevant offices/DoLA, PSDD Advisers, officials from MoP and other ministries. This Working Group will develop a draft training manual and training methodology which should be based on the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans, related regulations, CDP/CIP and others. The draft of this training will be submitted to NCDD for approval. After approval from NCDD, the Capacity Building and Information Unit/PT and the Working Group will conduct training test at sub-national level.

c). Strategy

After field test and finalizing the document, the Capacity Development and Information Unit/PT together with the Working Group will provide training to:

- **Municipal, district and Khan administration:** Training for municipal, district and Khan administration will be conducted as 3 steps as following:
 - **National ToT:** Conduct national TOT training for master trainers from Municipalities and other 23 provinces. Thus, each Municipality and Province shall send 2-6 participants to attend this national ToT. Total participants are 72 and need to be divided as 2 classes.
 - **Provincial ToT :** Participants who attend national ToT will conduct provincial ToT at their respective capital and province. Participants who attend provincial ToT is PFT or persons who responsible to assist municipal, district and Khan administration. Each capital or province will conduct only one ToT class.
 - **Municipal, district and Khan training:** Participants who attend provincial ToT will conduct training for municipal, district and Khan administration. The participants are including all councilors, board governors and 2 from implementing (planning) unit. This training will conduct separately from one administration to others.

Each course will take 3 days.

² M/D/K : M = Municipality, D = District, K = Khan

- d). **Timeframe**
- Jan-May 2009 : Preparing draft of training manual and testing.
 - July. 2009 : National and provincial TOT.
 - Aug-Sept 2009 : Training to the target group.
- e). **Budget Plan**
- National TOT : 11,654 USD
 - Provincial ToT : 1,225 USD
 - Training for MDK: 23,162 USD
- Total : 36,041 USD**

1.2.4. Financial Management System for sub-national level

a). **Background**

In accordance with the article 245 stated in Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans, every council shall manage its finances in an effective and transparent manner and be accountable both to its citizens and to the Royal Government. In order to ensure the implementation of this responsibility, NCDD prioritizes the training topics related to financial management system for sub-national level into the 2009 NCDD training plan.

b). **Contents**

The content of the training will be included as follows:

- Overview of financial management system for sub-national level;
- Budget preparation;
- Financial procedures and accounting for sub national level;
- Financial reports and account closing; and
- Accountability and transparency; etc.

A Working Group will be established and consists of members from National Policy Team, relevant offices/DoLA, PSDD Advisers, officials from MEF, National Treasury and other ministries. This Working Group will develop a draft training manual and training methodology which is based on the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans, Financial Management Law and national inventory for sub-national level, CS financial management and related guidelines. The draft of this training manual will be submitted to NCDD for approval. After approval from NCDD, the Capacity Building and Information Unit/PT and the Working Group will conduct training test at sub-national level.

c). **Strategy**

After field test and finalizing the document, the Capacity Development and Information Unit/PT together with the Working Group will provide training to:

C.1: Capital and provincial administration:

- For C/P councilors and board governors: National trainers including the management of NCDD and MoI will conduct extension training to all capital and provincial councilors and board governors. Total participants are approximately 511 which need to be divided as 6 separated classes/times. One time will invite participants from 4 provinces.
- For implementing unit: National trainers will provide training to 2 participants from each implementing (finance) unit and one from finance advisor of PSDD of all C/P. Total participants is 72 which is divided as 2 classes.

C.2 : For MDK

- **For Municipal, district and Khan administration:** Training for municipal, district and Khan administration will be conducted as 3 steps as following:
 - **National ToT:** Conduct national TOT training for master trainers from Municipalities and other 23 provinces. Thus, each Municipality and Province shall send 2-6 participants to attend this national ToT. Total participants are 62 and need to be divided as 2 classes.
 - **Provincial ToT :** Participants who attend national ToT will conduct provincial ToT at their respective capital and province. Participants who attend provincial ToT is PFT or persons who responsible to assist municipal, district and Khan administration. Each capital or province will conduct only one ToT class.
 - **Municipal, district and Khan training:** Participants who attend provincial ToT will conduct training for municipal, district and Khan administration. The participants are including all councilors, board governors and 2 from implementing (finance) unit. This training will conduct separately from one administration to others.

Each training will take 3 days.

d). **Timeframe**

- March-Jul 2009 : Preparation for manual and testing.
- Aug 2009 : National and provincial ToT
- October 2009 : Training to target groups.

e). **Budget Plan**

- Training for C/P councilors and BoG : 93,024USD
 - Training for implementing unit at C/P : 10,816 USD
 - National ToT : 11,654 USD
 - Provincial ToT : 1,225 USD
 - Training for MDK : 23,162 USD
- Total : 139,882 USD**

1.2.5. District and Khan Project Implementation

a). **Background**

Based on the lesson learned from current DI implementation, the Councils of District and Khan which will be established need basic knowledge on how to implement the projects at district level toward effective and efficient manner. With this regard, the NCDD prioritizes the training needs for District project implementation into NCDD training plan for 2009.

b). **Contents**

The training will focus on:

- General aspects of DI;
- Project preparation and technical clearance;
- Procurement and contract management; and
- Monitoring and evaluation.

A Working Group will be established and consists of members from Capacity Building and Information Unit/PT, relevant offices/DoLA, Officials/DI, PSDD advisers and others. This Working Group will develop a draft training manual and methodology which is based on the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans, Financial Management Law and others, CS Project Implementation Manual as well as relevant documents. The draft of this training manual will be submitted to NCDD for approval.

c). **Strategy**

- **For Municipal, district and Khan administration:** Training for municipal, district and Khan administration will be conducted as 3 steps as following:
 - **National ToT:** Conduct national TOT training for master trainers from Municipalities and other 23 provinces. Thus, each Municipality and Province shall send 2-6 participants to attend this national ToT. Total participants are 62 and need to be divided as 2 classes.
 - **Provincial ToT :** Participants who attend national ToT will conduct provincial ToT at their respective capital and province. Participants who attend provincial ToT is PFT or persons who responsible to assist municipal, district and Khan administration. Each capital or province will conduct only one ToT class.
 - **Municipal, district and Khan training:** Participants who attend provincial ToT will conduct training for municipal, district and Khan administration. The participants are including all councilors, board governors and 2 from implementing unit. This training will conduct separately from one administration to others.

The training course will take 3 days

d). **Timeframe**

- May- Aug 2009 : Content development and testing
- Oct 2009 : National TOT training
- Nov 2009 : Training to target groups

e). **Budget Plan :** Budget at national level for this training is **6,950USD.**

1.2.6. Training to District/Khan Support Unit for C/S

a). **Background**

According to the Organic Law, article 181, District/Khan council has a unit to support commune/Sangkat. This means that one of district/khan roles is to support commune/ Sangkat. Therefore, this support unit must have sufficient capacity and technical ability to do this work. In 2009, structure, roles, and responsibilities at district/Khan level will be formulated in accordance with the law and related regulations. DDLG will discuss with Department of Local Administration and other stakeholders how to support capacity building of this district/Khan support unit for C/S.

b). **Training content**

The main topics for this training will be discussed and prepared with Department of Local Administration and other involved institutions.

c). **Training strategy**

ICC working group will discuss with Training and Capacity Building Office of DoLA and other stakeholders about the training strategy.

d). **Training schedule**

ICC working group will discuss with Training and Capacity Building Office of DoLA and other stakeholders about training schedule at all levels.

e). **Training budget**

In over all, DDLG budgets **USD 54.000** to share in building capacity to the District/Khan support unit for C/S.

1.3. Workshop

1.3.1. Organic Law extension workshop

a). **Background**

This extension workshop is aiming to disseminate the Organic Law contents to all relevance people at national and sub national level including civil society. As experiences, this kind of workshop helps improve capacity of government officials, and relevance persons which all of them are the key actors in D&D reform in Cambodia.

By understanding how important of this activities, NCDD include Organic Law extension workshop in to NCDD capacity building plan in 2009.

b). **Contents**

The content of the workshop will focus on the concept of Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans.

c). **Strategy**

This extension workshop will be conducted as following:

- **For RGC members:** This extension workshop will be conducted for all members of Royal Government of Cambodia which rank from secretary of state up to minister of all ministries. The under secretary of state are also included. Total participants are approximately 446 which is divided as 2 times, so one time will be invited around 223 participants. This workshop will be presented by high rank officials of MoI or NCDD. It is haft day workshop and will be conducted at meeting hall of MoI.
- **High rank government officials:** This extension workshop also conducted for high rank officials which rank from directors of departments up to directors of general department. The total participants are approximately 779 which are divided as 7 times. Around 100 participants will be invited for one time workshop. For the workshop process, presenters from high rank of MoI or NCDD will present the contents, facilitate in discussion and also Q&A session. It is one day workshop.
- **Officials in GDLA :** Around 100 participants from GDLA will be invited to attend this one day extension workshop. For the workshop process, presenters from high rank of MoI or NCDD will present the contents, facilitate in discussion and also Q&A session. It is one day workshop.
- **Sub national government officials:** This extension workshop also planned for sub national government officials which are including:
 - Official from 5 units of Salakhel : approximately 240
 - Director and one deputy director of provincial line department: appro.1152
 - All district and Khan governors and all deputy governors: 1105

This workshop will be conducted in each capital and province which has from one to two classes for each. It is one day workshop with approximately 100 participants in one class. For the workshop process, presenters from high rank of MoI or NCDD will present the contents, facilitate in discussion and also Q&A session. It is one day workshop.

- **Civil society:** NCDD will provide ToT on Organic Law for trainers from civil society. Around 30 participants will be invited through NLO based in DoLA. It is 2 days training which is facilitated by management of MoI or NCDD.

- d). **Timeframe**
- Feb – Oct 2009 : Organizing workshop
- e). **Budget Plan**
- For RGC members : 3,892USD
 - For high rank officials : 17,500USD
 - For GDLA officials : 2,710 USD
 - For sub national officials : 22,575USD
 - For civil society : 1,330 USD
- Total : 48,007 USD**

1.4. Public Education and awareness

1.4.1. Booklets Printing

a). **Background**

Since Decentralization and Deconcentration Reform is a new turning point for Cambodia and most local people still have limited information on the implementation process and the advantages of the reform, NCDD included the **Booklets Printing** into the NCDD Capacity Building Workplan 2009.

b). **Content**

Based on the Law on Administration and Management of the Capital, Province, Municipality, District and Khan the Books will focus on the main points as follows:

- Principal of Law on Administration and Management of the Capital, Province, Municipality, District and Khan.
- Principal of Development through democracy at Sub-national level.
- Roles and Responsibilities of Council and Board of Governors of Sub-national level administration.
- Management of Sub-national Level through Decentralization and Deconcentration
- Participation of the people in the reforming process

c). **Strategy**

Capacity building and information unit of the policy team will prepare the draft of the books. The books must be simple, easy to understand and attractive with pictures. After completing the draft, the working group will submit this draft to the management of NCDD for comments. Then, based on these comments, the working group will revise the draft of the books and submit to NCDD management again for approval. After getting approval from the NCDD management, the working group will print 2,8770 booklets and distributed to all sub-national administration including Communes/Sangkat, Ministries, Departments, Civil Society Organizations, Assembly, Senate, Reform Council as well as other concerned people.

d). **Schedule**

- Feb 2009 : Contents Preparation
- Feb 2009 : Printing and Distribution

e). **Budget Plan**

- Preparation and Printing : **USD 29,570**

1.4.2. Printing Posters

a). Background

Decentralization and Deconcentration Reform is a new turning point for Cambodia. Most local people still have limited information on the implementation process and the advantages of the reform. Furthermore, based on NCDD training need assessment for 2009, most people suggested that the appropriate way to disseminate information is the posters which make people in the communities easy to understand. Therefore, NCDD included the Posters Printing into the 2009 NCDD Capacity Building Workplan.

b), Content

Based on the Law on Administration and Management of the Capital, Province, Municipality, District and Khan the Books will focus on the main points as follows:

- Principal of Law on Administration and Management of the Capital, Province, Municipality, District and Khan.
- Principal of Development through democracy at Sub-national level.
- Roles and Responsibilities of Council and Board of Governors of Sub-national level administration.
- Management of Sub-national Level through Decentralization and Deconcentration
- Participation of the people in the reforming process

c). Strategy

Capacity building and information unit of the policy team will prepare the draft of the posters for 3 topics. The posters must be simple, easy to understand and attractive with pictures. After completing the draft, the working group will submit this draft to the management of NCDD for comments. Then, based on these comments, the working group will revise the draft of the posters and submit to NCDD management again for approval. After getting approval from the NCDD management, the working group will print 17,165 pieces for each topic and distributed to all sub-national councils including Communes/Sangkat, Ministries, Departments, Civil Society Organizations, Assembly, Senate, Reform Council as well as other concerned people.

d). Schedule

- March 2009 : Content preparation
- April 2009 : Printing and Distributing

E). Budget

- Preparation and Printing: **26,647USD**

1.4.3. Education Program through Radio

a). Background

Besides trainings, meetings, workshops, public forum and distributing books, NCDD also included the D&D implementation broadcasting on radio program. The objective of the broadcasting on radio program is to make general people understand the reforming process and participate in the course of implementation.

b). Content

The broadcasting will focus on the followings:

- Principal of Law on Administration and Management of the Capital, Province, Municipality, District and Khan
- Roles and Responsibilities of sub-national administration (Councils and Board of governors.....)
- Participation of the people in the implementation of the projects at Capital, Province, Municipality, District, Khan, Commune, Sangkat ...

c). Strategy

In order to response to the above objective, NCDD planned to create a program on radio by making contract with short-story Production Company. The program planned for 2009 include:

- 5 educational short stories with each story last only for 3 minutes. The stories will be put on air at two radio stations at national level and radio in each 23 province/municipality (one station per province). How many times a month?
- Interviewing and discussion on radio (Calling in Show) 12 times (30 minutes for one time) with one radio station in the Capital. Orators will be invited from the NCDD management or MOI management.

d). Schedule

The broadcasting on radio will be made from February to December 2009.

e). Budget

Budget plan for the announcement is: **15, 000 USD**

1.4.4. Education program through TV

a). Background

Besides training, meeting, workshop, public forum, distributing books and broadcasting on Radio, NCDD also included the D&D implementation broadcasting on TV program. The objective of the show on TV program is to make general people understand the reforming process and participate in the course of implementation.

b). Content

The TV show will focus on the followings:

- Principal of Law on Administration and Management of the Capital, Province, Municipality, District and Khan
- Roles and Responsibilities of sub-national administration (Councils and Board of governors.....)
- Participation of the people in the implementation of the projects at Capital, Province, Municipality, District, Khan, Commune, Sangkat ...

c). **Strategy**

In order to response to the above objective, NCDD planned to create a program on TV by making contract with short-story Production Company. The program planned for 2009 include:

- 3 educational short stories with each story last only for 1 minute. The stories will be put on air in three TV stations.
- Interviewing and discussing on TV (Calling in Show) 6 times/TV station (30 minutes for one time) every two months.

d). **Schedule**

- The broadcasting on TV will be made from March to December 2009.

e). **Budget**

- The budget planned for TV show: **30,000 USD**

1.5. Training for National Level

1.5.1. Facilitation and Training Skills

a). **Background**

In 2008, training on training skills was carried out for facilitators Province/Municipality District/Khan all over the country. According to NCDD capacity building workplan 2008, the training skills course must be also provided to officials of Department of Local Administration and the officials of General Department of Local Administration. But, due to time limitation and there were a lot of other urgent activities, the training on training skill for those officials was canceled in 2008. Therefore, NCDD decided to include this training course in their 2009 Capacity Building plan.

b). **Content of the Training**

Content of the training on training skills will focus on the following topics:

- Overviews
- Training Strategy
- Materials and Equipment for training
- Preparation for Training

c). **Training Strategy**

Group of National Trainers will train officials from Department and General Department of Local Administration and concerned officials from policy team in total about 40 trainees. **The training will take 5 days.**

d). **Schedule of the Training**

- Feb 2009 : Direct Training

e). **Budget Plan**

- The training for target trainees: USD 4,055.00
Total: USD 4,055.00

1.5.2. Pre and post training review meetings

a). **Background**

Building capacity to sub national level is key activities and most important for supporting the implementation of D&D reform. In order to get effectiveness of sub national capacity building, it is need to build capacity of national trainers at first. So, NCDD include pre and post training review meeting for national trainers in to NCDD capacity building plan in 2009.

b). **Contents**

The meeting agenda/contents will focused on the following points:

- Review capacity building plan
- Reflection to experiences of training delivery
- Learning from experiences
- Issues and constraints
- Discuss on how to solve
- ...ect.

c). **Strategy**

Two meetings are planned. First, is to review the training plan and make schedule together among national trainers, and second is to review the process done, experiences, issues, constraints, and solutions in order to strengthening capacity of national trainers.

d). **Timeframe:**

- February 2009 : First meeting
- December 2009 : Second meeting

e). **Budget planned:** The budget planned for this activities is **3,016USD.**

PART II

CAPACITY DEVELOPMENT FOR COMMUNE/SANGKAT ADMINISTRATION

2.1. RESULT OF NCDD CAPACITY BUILDING PLAN 2008

NCDD capacity building plan for 2008 included a total of 24 training topics for different target group, 9 workshops, and 2 public awareness topics. Training on each topic was used different implementation strategies depending on the nature of topic. In 2008, there were 19 training topics, 7 workshops, and 1 public awareness topic was implemented.

2.1.1. THE COMPLETED TOPICS

☞ **The topics of these training and workshop are following:**

1. Training skills
2. Civil registration correction
3. Conflict resolution for C/S councilors
4. Population, Reproductive Health, Genders and Youth issue
5. The progressive of D&D in Cambodia
6. The selection and implementation procedure of ICC projects (cross-D/K)
7. The selection and implementation procedure of ICC projects
8. Making child rights a reality
9. C/S action on child protection
10. Genders in decentralization
11. Gender in planning
12. C/S administration
13. C/S investment program (CIP)
14. establishment of C/S councils association
15. C/S fund project implementation manual (PIM)
16. C/S financial management system
17. Facilitation skills
18. Social sector in D&D frameworks
19. D&D reform in Cambodia

☞ **Workshops, meetings and sharing experiences**

20. National workshop on provincial accountability working group
21. Annual evaluation workshop on the district initiative program
22. Lecture on D&D framework for civil society
23. Lecture on D&D framework for civil servants
24. Female C/S councilor's forum
25. Seminar for senior government officials

☞ **Public awareness**

26. Local public forum

2.1.2. The topic under developed

Beside above, there are two topics that has developed :

1. M&E on C/S project, admin and finance : The document is under development and plan to finalize soon. This topic is included in to NCDD capacity building plan for 2009.
2. PIM : The manual has developed and conducted national ToT. The provincial ToT and C/S training will be done in 2009. So, this topic is included to NCDD plan 2009.

The preparation of NCDD capacity building plan for 2009 also depending on the result of TNA which was conducted with C/S councilors, C/S clerks, CWCFP, C/S admin assistant, in 58 communes and with DFT, PFT, PLAU and LAA in 15 targeted provinces including Battambang, Kratie, Stung Treng, Mondulkiri, Svay Rieng, Prey Veng, Kampong Cham, Kandal, Takeo, Kampot, Kampong Chhnang, Siem Reap, Kampng Thom, Pursat and Banteay Meanchey. Furthermore, it is also depending on the result of TNA in 2008.

Furthermore, NCDD capacity building plan for 2009 is also resulted from the consultation with NCDD development partners.

Although, DoLA capacity to prepare and deliver training sessions has considerably improved, the workload for preparation of training manuals, delivery of national ToT, and back-stopping to provincial and C/S level trainings are still required to cooperate all offices of DoLA. Furthermore, it is also needed to cooperate with and contribute from relevant ministries, institutions and development partners.

2.2. TOPIC FOR C/S CAPACITY BUILDING IN 2009

2.2.1. Training for all Commune/Sangkat

1. M&E on C/S project, administration and finance
2. C/S project implementation (PIM)
3. Leadership for C/S councilors
4. Small scale proposal writing
5. Refresher on C/S administration
6. Refresher on CIP
7. Refresher on C/S financial management system
8. Refresher on civil registration

2.2.2. Training for targeted C/S

1. Population, Reproductive Health, Genders and Youth Issues
2. Guideline on the preparation and implementation of service project (ICC)
3. Guideline on the preparation and implementation of ICC projects
4. Concept on NRML
5. Principle of using community supporting fund
6. Administration and finance of TSSL projects
7. Facilitation skills for TSSL project staff
8. Community Organizing
9. Household based planning

2.2.3. Workshop, Meeting and Sharing Experiences

1. National workshop on accountability working group
2. Lecture series for civil servants
3. Lecture series for civil society
4. Female C/S councilor's forum
5. Sharing experiences among C/S councilors
6. C/S clerk evaluation

2.2.4. Training for provincial to support C/S

1. Gender in decentralization
2. Complaint investigating procedure

2.2.5. Public awareness for C/S

1. Local public forum
2. CCWC forum
3. TV spot
4. Radio spot

2.3. TRAINING FOR ALL COMMUNES/SANGKATS

2.3.1. M&E on C/S project, administration and finance

a). Background

In 2003 each of the 1,621 C/Ss appointed two focal persons for M&E (one male and one female) from the council members or the PBC. These two persons participated in just one two-day training session in 2004. This first training covered only roles & responsibilities, general M&E principles and objectives, monitoring systems and tools, monitoring reports and lines of reporting, and working plan. In order to keep it simple and manageable for all C/S, the training focused only on the project implementation, and didn't include any project evaluation yet. Moreover, the training didn't cover any program components around the projects such as service provision, administrative management and financial aspects.

Thus, NCDD decides to add the training topic on M&E on C/S project, admin and finance in NCDD capacity building plan for 2008. But due to many works need to be done, this topic is postponed to implement in 2009.

b). Contents

The content of the M&E training for the C/S councils will cover three main topics: **C/S project, administration and financial system.**

The C/S project monitoring should cover the following sub-topics:

- Overview on M&E : definition, purpose, timeframe for M&E
- Project and its component: type of projects, resources, activities, result and impacts.
- Relevance persons: M&E focal persons, C/S committee, citizens...
- The process of M&E: preparation, data/information collection, data/information analysis,...
- Using the output of M&E

The C/S administration monitoring should at least cover following sub-topics:

- C/S administrative letter: development of C/S DEIKA, C/S decisions, C/S simple letter, C/S circulations etc.
- Personnel issues: Job- descriptions, recruitment process, contracting, personnel management, staff appraisal . . .
- Document management: C/S filing and record keeping. . .
- Office management: use and management of C/S equipment, travel procedure, office equipment management ...
- C/S meeting: Decision making, meeting preparation . . .

The C/S financial aspects of the commune monitoring will include following sub topics:

- Local revenue.
- Annual budget preparation, and its using
- Budget amendments
- Annual budget implementation
- Petty cash use, direct payments
- Financial reports, information sharing etc.

It should be monitored on service provision by facilitators, technical assistants, treasury services, contractors, service provider and supplier as well. It also needs to be determined how the monitoring should be done, what kind of reports to be prepared, for whom, how often, how do they use the information in report.

A working group will be established which come from the PLAU, various offices of DoLA/MoI and PSDD to develop training contents including procedure, role and responsibility, methodology, and relevant documents and then submits to NCDD for approval. Based on the approved document, the training module will be tested at C/S level by the capacity building office of DoLA and working group.

c). Strategy

After testing and revising, education and capacity building office of DoLA in coordination with working group will provide national ToT to participants from 24 provinces/municipalities. Then, they will conduct provincial ToT to PFT/DFT in their own province/municipal. Finally, PFT/DFT will provide training to C/S councilors, M&E focal person, and C/S clerks. Each province/municipal will send 2 to 6 staffs of PLAU and LAA of PSDD to attend national ToT.

Days of training in each level:

- National ToT : 4 days
- Provincial ToT : 4 days
- C/S training : 4 days

d). Timeframe

- Jan - Feb 2009 : Document preparation and testing
- Feb - Mar 2009 : National and provincial ToT
- Mar-Apr 2009 : C/S training

e). Budget Plan

- Content development and national ToT : 16,292 USD
 - Provincial ToT : 19,172 USD
 - C/S training : 120,626 USD
- Total : 156,090 USD**

2.3.2. C/S fund project implementation manual (PIM)

a). Background

Training topic on C/S fund project implementation manual (PIM) was conducted two times of which one in 2003 and other in 2005. The reflection meeting also conducted two times in 2006. Although, this topic was trained and discussed many times, C/S councilors, DFT, PFT, TSO are still faced many difficulties in implementation especially for implementation the service projects, maintenance, environment impact assessment, land procurement etc. In 2006 and 2007, each province and municipality sent their comments, recommendations and issues in order to improve the PIM content. Based on the comments or issues proposed, NCDD will review and revise the manual, then conduct training. Due to many complex issues need to be discussed and agreed with relevance ministries, working group just conducted the national ToT, but provincial ToT and C/S training need to delay and implement in 2009.

b). Contents

The content of the training will be included as following:

- The project preparation, especially service and maintenance project
- Environment impact assessment and land procurement
- Contractor listing and appraisal
- Project procurement or contract
- Project monitoring

c). Strategy

The working group which is consist of representative from DoLA, MEF, and MRD. This working group will review comments, recommendations, and constraints faced by provinces to revise PIM. After revising, working group will submit the revised version to NCDDS for review and approve. After getting approval, Education and Capacity development office of DoLA will coordinate with working group to conduct national ToT to all participants from capital and 23 provinces. Each province will send 4 to 8 which from PLAU, TSU, LAA, PIA to attend national ToT. Then, persons who attend the national ToT will conduct provincial ToT at their respective province to PFT/DFT in their own province/municipality. Finally, PFT/DFT will provide training to all C/S councilors, and C/S clerks.

Days of training in each level:

- National ToT : 3 days
- Provincial ToT : 3 days
- C/S training : 3 days

d). Timeframe

- January 2009 : National toT
- February 2009 : Provincial ToT
- Feb-Mar 2009 : C/S training

e). Budget Plan

- National ToT : 19,655USD
- Provincial ToT : 17,394 USD
- C/S training : 108,665USD
- Total : 145,714USD**

2.3.3. Leadership for C/S councilors

a). Background

Depending on the result of TNA in 2008 and 2009, most of key informants required the capacity development on leadership for C/S councilors.

By understanding that leadership is very important to assist C/S councilors functioning their roles and responsibilities better, NCDD include the training topic on Leadership for C/S Councilors in to NCDD capacity building plan for 2009.

b). Contents

The contents of leadership for C/S councilors will focus on :

- Leadership
- Management
- Team work
- Principle of good government
- Building ownership
- Advocacy
- ...etc.

Content development working group is to be formed. The working group members will come from DoLA/MoI, policy team of NCDD, PSDD and relevance people. This working group will develop contents and training materials which including training methodologies, and others relevant training materials, then, submit to NCDD to review and approve. After getting approval from NCDD, education and capacity building office of DoLA in coordination with working group will conduct test training at C/S level.

c). Strategy

After testing and revising, education and capacity building office of DoLA in coordination with working group will provide national ToT to participants from 24 provinces/municipalities. Then, they will conduct provincial ToT to PFT/DFT in their own province/municipal. Finally, PFT/DFT will provide training to all C/S councilors, and C/S clerks. Each province/municipal will send 2 to 6 staffs of PLAU and LAA of PSDD to attend national ToT.

Days of training in each level:

- National ToT : 3 days
- Provincial ToT : 3 days
- C/S training : 3 days

d). Timeframe

- March - April 2009 : Content development and testing
- April - May 2009 : National and provincial ToT
- May - June 2009 : C/S training

e). Budget Plan

- Content development and national ToT : 13,777 USD
 - Provincial ToT : 16,034 USD
 - C/S training : 84,341 USD
- Total : 114,152 USD**

2.3.4. Small Scale Proposal Writing

a). Background

Depending on the result of TNA in 2008 and 2009, most of key informants required the capacity development on Small Scale Proposal Writing. As experiences, some development partners who work with C/S councils always require C/S councils to submit small scale project proposal to them in order to get financial and technical support. This requirement makes C/S councilors facing in difficulty due to they don't have knowledge and experiences in developing project proposal.

By understanding that small scale proposal writing is very important to assist C/S councilors functioning their roles and responsibilities better, especially for mobilizing resources from NGOs and civil society, NCDD include the training topic on Small Scale Proposal Writing in to NCDD capacity building plan for 2009.

b). Contents

The contents of small scale proposal writing will focus on :

- How to write attractive introduction
- How to describe problems, constraints, opportunity, and resolution
- How to identify the project goal, objective
- How to identify activities and expected output
- How to estimate budget
- How to identify assumption and risks
- How to identify beneficiaries and project sustainability
- Project monitoring and evaluation
- ...etc.

Content development working group is to be formed. The working group members will come from DoLA/MoI, policy team of NCDD, PSDD and relevance people. This working group will develop contents and training materials which including training methodologies, and others relevant training materials, then, submit to NCDD to review and approve. After getting approval from NCDD, education and capacity building office of DoLA in coordination with working group will conduct test training at C/S level.

c). Strategy

After testing and revising, education and capacity building office of DoLA in coordination with working group will provide national ToT to participants from 24 provinces/municipalities. Then, they will conduct provincial ToT to PFT/DFT in their own province/municipal. Finally, PFT/DFT will provide training to all C/S councilors, and C/S clerks. Each province/municipal will send 2 to 6 staffs of PLAU and LAA of PSDD to attend national ToT.

Days of training in each level:

- National ToT : 3 days
- Provincial ToT : 3 days
- C/S training : 3 days

d). Timeframe

- August - September 2009 : Content development and testing
- September - October 2009 : National and provincial ToT
- October - November 2009 : C/S training

e). Budget Plan

- Content development and national ToT : 13,777 USD
 - Provincial ToT : 16,034 USD
 - C/S training : 22,121 USD
- Total : 51,932 USD**

2.3.5. C/S Administration

a). Background

In the first C/S councils' mandate, the training topic on C/S administration was conducted for all C/S councilors in all 1,621 C/S. Depending on the result of second mandate of C/S councils election on first April 2007, there are almost 40.44% of 11,353 C/S councilors (1,662 are female) are new elected. In order to assist second mandate of C/S councilors to manage their C/S administration well, NCDD will provide refresher training on C/S administration.

b). Contents

The training on C/S administration focuses on the main sub-titles as following:

- C/S administration letters
- C/S personnel management
- C/S office management
- C/S documents management / filing
- C/S meeting

Every province or municipality is to print training materials for C/S councilors by following the training materials on C/S administration issued by NCSC in November 2005.

c). Strategy

Each province or municipality will conduct refresher ToT on C/S administration for DFT/PFT, then DFT/PFT will provide refresher training for all C/S councilors, C/S clerks.

Days of training in each level:

- Provincial ToT : 3 days
- C/S training : 3 days

d). Timeframe

Each province or municipality should set available schedule for their provincial refresher ToT for DFT/PFT and commune refresher training.

e). Budget Plan

- Provincial ToT : 16,034 USD
 - C/S training : 84,341 USD
- Total : 100,375 USD**

2.3.6. C/S investment program (CIP)

a). Background

Training on CDP and CIP was conducted for C/S councils in 2007. Based on the result of TNA, it shows that C/S councilors, C/S clerks, PBC, and DFT are still very hard to prepare CDP and CIP for their own C/S. In order to help C/S councilors, C/S clerks, PBC, and DFT to improve their CIP process in 2009, NCDD will provide refresher training on CIP process.

b). Contents

The content of refresher training on CIP process will focus on all contents of CIP which was prepared, approved and trained by NCDD in 2007. Those contents are following:

- Overview of CIP
- Step 1: Reviewing the Problem or Needs with Citizens
- Step 2: The Preparation of C/S Investment Projects
- Step 3: District Integrated Workshop (DIW)
- Step 4: The Approval of C/S Investment Program
- Step 5: Monitoring and Evaluation on Implementation of CIP

Furthermore, for training at provincial ToT or at C/S level, trainers have to do reflection with participants on their experiences from their previous CIP process and learn from those experiences to improve next CIP process. It is not important to review or refresh on CDP process.

c). Strategy:

Each province or municipality will conduct refresher ToT on CIP process for DFT/PFT, then DFT/PFT will provide refresher training for all C/S councilors, C/S clerks, and PBC.

Days of training in each level:

- Provincial ToT : 2 days
- C/S training : 2 days

d). Timeframe

Each province or municipality should set available schedule for their provincial refresher ToT for DFT/PFT and commune refresher training.

e). Budget Plan

- Provincial ToT : 12,895 USD
 - C/S training : 198,768 USD
- Total : 211,663 USD**

2.3.7. C/S financial management system

a). **Background**

NCSC provided 2 times of training course on C/S financial management system to C/S councils. First, conducted in 2002 for all C/S councilors, C/S clerks and second conducted in 2003 for C/S chief, vice chief who responsible in C/S finance and C/S clerks.

Although, this training was provided 2 times, result of TNA shows that refresher training on C/S finance management system is still prioritized because some C/S councilors and DFT are new elected and recruited. Furthermore, some financial procedures are changed. Thus, to help C/S councilors, C/S clerks and DFT to implement the financial procedure correctly, NCDD will provide refresher training on C/S financial management system.

b). **Contents**

The content of the training will be included as following:

- Overview of C/S financial system
- C/S Budget (budget form, budget preparation, and budget amendments)
- Payment system and C/S accounting
- Financial report
- C/S equipment procurement
- Transparency and accountability

Furthermore, for training at provincial ToT or at C/S level, trainers have to do reflection with participants on their experiences from their previous work related to C/S financial system and learn from those experiences to improve next time.

c). **Strategy:**

Each province or municipality will conduct refresher ToT on CIP process for DFT/PFT, then DFT/PFT will provide refresher training for all C/S councilors, C/S clerks, and PBC.

Days of training in each level:

- Provincial ToT : 2 days
- C/S training : 2 days

d). **Timeframe**

Each province or municipality should set available schedule for their provincial refresher ToT for DFT/PFT and commune refresher training.

e). **Budget Plan**

- Provincial ToT : 12,895 USD
- C/S training : 70,367 USD
- Total : 83,262 USD**

2.3.8. Civil Registration

a). Background:

The first civil registration training took place in Sept 2004, second training in 2005 and also training on civil registration correction in 2008. Although these training courses were done many times, the mistakes still happen during doing civil registration. Furthermore, some C/S chiefs are new after new elected in 2007, so they need to be trained on civil registration.

b). Training strategy:

In order to reach out to all councilors and communes nation-wide, the only possible option for a general training is to use the cascaded system. Also the facilitators will have to follow up after the training in order to provide support to the Commune/ Sangkat councils.

Unless the workload has decrease enormously, the number of the training beneficiaries at the local levels will remain the same. The training will focus only on issues which were not fully understood or which were applied incorrectly.

c). Training materials and content:

At this stage it is difficult to indicate much about the training content. In the first place a review/ evaluation of the implementation of registration has to be held. This could take place around April/May 2005. This review/ evaluation should come up with clear indication of matters, which were not or mis-understood in the training, were implemented incorrectly and why, how the support system to the councilors function and what short-coming there were.

This review will be the basis for the development of the refresher curriculum. It is expected that some parts may have to be re-trained using different methods but it is not expected that large parts of the content will have to be changed.

After the evaluation and review of the content, the capacity building unit of DoLA shall design the refresher training module, including hand-outs, samples, exercises and lesson plan. The refresher training module will be tested and then presentmed as a cascaded training module.

d). Timing:

- Review and evaluation of 2004 training output : April/May 2009
- Drafting update of content :June 2009
- Preparing training materials and testing of training: July 2007
- National, Provincial ToT: Aug 2009
- CS training Sept 2009

e). Estimated training budget:

- Content preparation and Nat ToT : 13,770USD
 - Provincial ToT (8 provinces) : 16,034 USD
 - CS training : 22,121 USD
- Total cost : 51,932USD**

2.4. TRAINING FOR TARGETED COMMUNE/SANGKATS

2.4.1. Population, Reproductive Health, Gender and Youth Issue

a). Background

Since 2006, UNFPA has cooperated with DoLA to implement the “UNFPA Support to Decentralization and Deconcentration” project focusing on issue of population, reproductive health, gender and youth. In 2006 and 2007, the project covers 151 targeted communes in Koh Kong, Kraties, Siem Reap, Battambang and Kampong Cham. For 2008, target areas will expand 94 communes in 5 new targeted provinces including Mondulkiri, Kampong Thom, Odor Meanchey, Banteay Meanchey, and Pailin. To achieve the project goal, support capacity building on population, reproductive health, gender and youth issue is a prioritized activity.

Based on how important of building capacity on population, reproductive health, gender and youth issue, NCDD adds the training topic on “Population, Reproductive Health, Gender and Youth Issue” in to 2008 NCDD capacity building plan.

b). Contents

The training contents are following:

- Population and development
- Reproductive health
- HIV/AIDS
- Genders
- Youths

These contents are developed by General Secretariat of National Committee for Population and Development.

c). Strategy

DoLA will coordinate with working group to conduct national ToT for participants from 5 new-targeted provinces including Mondulkiri, Kampong Thom, Odormeanchey, Banteay meanchey, and Pailin, then, they will organize provincial ToT for DFT/PFT, and representative from DoH, DoWA, and DoP. Finally, these provincial trainers will provide training to all C/S chief, second vice chief, C/S clerk, WCFP (5participants/commune) and including representative from commune health centers, representative from district referral hospital, and representative from relevance offices in district. Each province/municipal will send 5 participants of whom 2 from PLAU and 1 from DoH, 1 from DoWA, 1 from DoP to attend national ToT.

Days of training in each level:

- National ToT : 2 days
- Provincial ToT : 2 days
- C/S training : 1 days

d). Timeframe

- January 2008 : National ToT
- February 2008 : Provincial ToT
- February 2008 : C/S training (District level)

e). Budget Plan

National ToT	: 2400 USD
Provincial ToT	: 7000 USD
C/S training	: 100,700 USD
Total	: 110,100 USD

2.4.2. Guideline on preparation and management of service project (ICC)

a). Background

The guideline on ICC service project preparation and management drafted since June 2008, has not been finalized since this guideline needs to be based on and consistent with the Project Implementation Manual (PIM) that is in refinement process, and modifying the part of service project preparation and management. When the PIM will be officially finalized, the guideline on ICC service project preparation and management will also be refined and finalized accordingly for orientation and training to target provinces and municipalities.

b). Training contents

The main topics for this training include:

- Needs and projects identification (ICC service project)
- Projects selection (ICC service project)
- Preparation of project agreement (ICC service project)
- Project endorsement and approval (ICC service project)
- Project study and preparation (ICC service project)
- Procurement process (ICC service project)
- Project implementation, monitoring and payment (ICC service project)

c). Training strategy

The training will be conducted together with the training on revised PIM (Joint Training), to avoid wasting much time for provincial and municipal participants as well as for other arrangements by national level.

ICC working group will discuss with Training and Capacity Building Office of DoLA about the participants from each province and municipality, training schedule, and budget to be shared/co-funded. All participants trained at national level will conduct follow up training to all P/DFT at provincial and municipal level and all trained P/DFT will cascade the training to all CCs and clerks. For CCs and clerks, only some specific training topics related directly to what they are supposed to perform so as to avoid complexity.

Number of days for each training course is:

- National TOT : 1.5day (1 day and a half)
- Provincial and municipal TOT : 1.5day (1day and a half)
- CCs/Clerks Training : 1.5day (1day and a half)

d). Training schedule

- Jan – Feb 2009 : National TOT
- Feb 2009 : Provincial and Municipal TOT
- March 2009 : C/S Training

e). Training Budget

- National TOT : 12.000 USD
- Provincial and Municipal TOT : 1.000 USD
- CCs/Clerks Training : 5.000 USD
- Total : 18.000 USD**

2.4.3. The Guideline on ICC Project Preparation and Management

a). **Background**

The Guideline on ICC Project Preparation and Management is annually revised based on feedbacks and inputs from all target provinces and municipalities and the emergence other policies at national level. By the end of 2009, the guideline on preparation and management of ICC project will be revised and merged into one with procedure on service projects preparation and management. This guideline will be re-oriented to all target provinces and municipalities.

b). **Training content**

The main topics for this training include:

- Needs and projects identification (ICC project)
- Projects selection (ICC project)
- Preparation of project agreement (ICC project)
- Project endorsement and approval (ICC project)
- Project study and preparation (ICC infrastructure and service projects)
- Procurement process (ICC infrastructure and service project)
- Project implementation, monitoring and payment (ICC infrastructure and service)

c). **Training Strategy**

If possible, the training will be organized together with any training conducted by Training and Capacity Building Office of DoLA, to avoid wasting time for provincial and municipal participants as well as for other arrangements by national level.

ICC working group will discuss with Training and Capacity Building Office of DoLA about the participants from each province and municipality, training schedule to be shared/co-funded. All participants trained at national level will provide training to all P/DFT, at provincial and municipal level and all trained P/DFT will cascade the training to all CCs and clerks.

Number of days for training at each level :

- National TOT : 2 days
- Provincial and Municipal TOT : 2 days

d). **Training Schedule**

- Oct – Nov 2009 : National TOT
- Nov 2009 : Provincial/Municipal TOT

f). **Training Budget**

- National TOT : 23.000 USD
- Provincial and Municipal TOT : 1.000 USD
- Total : 24.000 USD**

2.4.4. Concepts of NRM&L

a). **Background:**

In 2008, capacity building plan for P/DFT has been planned focusing on NRM&L concept aiming to improve the capacity of P/DFT to effectively support and facilitate CCs and PBCs in CIP preparation, project identification, project preparation and project implementation at commune level. Basically, this capacity building has been done through discussion, network meeting and coordination workshop and ad-hoc technical meeting.

Based on the need for the capacity building at sub-national level, a number of NRM&L related concepts and skills have been proposed that focuses on NRM&L issues, attitude/behavior change, project management and M&E (M&E concept, case study writing and economic return analysis).

b). **Training content:**

Main topics of the proposed training course are:

- NRM&L related concept:
 - Environmental problems (climate change, livelihood system...)
 - Attitude/behavior change toward NRM&L responsiveness.
- Project management and M&E
 - M&E concepts
 - Case study writing skills
 - Economic return analysis...

c). **Training strategy :**

The proposed training will be divided in two courses. First course focuses on NRM&L related topics and second course focuses on project management, M&E concept and tools (case study writing and economic return analysis).

TOT training for 24 participants (PTAs and NRM PFTs) will be organized to enable them to provide follow up training at provincial and district training.

NCDD/PST will draft TORs for training design and the provision of training service and it will be outsourced. It is a participatory training where participants can participate actively in sharing knowledge and experiences on the topics.

Follow up training will be carried out at provincial and district levels by the trained PTAs and PFTs in 12 provinces/municipalities. It is expected that 461 PFTs/DFTs will receive these follow up training.

Training materials for district level will have been simplified for 2,544 CCs and CAs from 636 target communes (4 participants/commune). The cost of provincial and district level training will be planned at provincial level using NRM operational fund.

d). **Time frame:**

- February 2009 : Prepare TORs and seek qualified service provider (first course).
- March 2009 : TOT training at national level.
- April-May 2009 : Follow up training at provincial and district levels.
- July 2009 : Prepare TORs and seek qualified service provider (second course).
- August 2009 : TOT training at national level.
- Sept - Oct 2009 : Follow up training at provincial and district levels.

e). Budget plan

- Design and conduct TOT training (first course) : 5,781 USD
- Design and conduct TOT training (second course) : 5,781 USD

Total : 11,562 USD

2.4.5. Guideline on community support fund

a). Background

Training topic on CLF guideline was conducted for CDS, CLFT and CF at the beginning of project. Although it was provided and discussed; CDS, CLFT and CF is still not sure and difficult.

To make CDS, CLF and CF be able to implement project, TSSLP will provide CLF guideline training course.

b). Contents

The content of the training will be included as following:

- Introduction to CLF guideline
- Roles and responsibilities of stakeholders
- Project preparation (Procedure of IG, SI and Cfi project preparation and market analysis)
- EIA study
- Technical clearance
- Procurement
- Contract management
- Reporting and monitoring and evaluation

c). Strategy

TSSLP working group of the ministry of interior, Live & Learn and ministry of environment working group will conduct training for CDS, CLFT and CF in each province except Kampong Thom and Kampong Chhnang will combine and conduct at Kampong Thom province. Then CDS, CLFT and CF forward this training to CCs and clerks.

Days of training in each level:

- Provincial training : 6 days
- C/S training : 5 days

d). Timeframe

- January 2009 : Document development
- January-March 2009 : Provincial training
- February-March 2009 : C/S training

e). Budget Plan

- Document development : USD
- Provincial training : 40,220 USD
- C/S training : 50,152.50 USD
- Total : 90,372.50 USD**

2.4.6. Admin and finance of TSSL project

a). Background

According to the result of TNA and follow up showed that CDS, CLFT, CF, CCs and clerks especially POG and Cfi are difficult in bookkeeping, filing and financial management.

To help them in these tasks, TSSLP will provide training on Admin and finance.

b). Contents

The content of the training will be included as following:

- Information management and bookkeeping
- Documentation
- Budgeting
- Office supply and equipment management
- Roles and responsibilities of stakeholders
- Appointment and meeting preparation

c). Strategy

TSSLP working group of the ministry of interior will provide training to CDS, CLFT and CF in each province except Kampong Thom and Kampong Chhnang will combine and conduct at Kampong Chhnang. Then, CDS, CLFT and CF will deliver training to CCs, clerks, POG and Cfi member in their target commune.

Days of training in each level:

- Document development : 3,5 months
- Provincial training : 3 days
- C/S training : 3 days
- Community training : 3 days

d). Timeframe

- January-April 2009 : Document development
- June-July 2009 : Provincial training
- July-August 2009 : C/S training
- August-November 2009 : Community training

e). Budget Plan

- Document development : USD
 - Provincial ToT : 20,457.50 USD
 - C/S training : 30,387.50 USD
 - Community training : 20,313.00 USD
- Total : 71,158.00 USD**

2.4.7. Facilitation skills for TSSL project staff

a). Background

Depending on the result of TNA showed that facilitation skills and participatory rural appraisal is necessary for CDS, CLFT and CF. Based on these reasons, TSSLP will provide training on facilitation skills and participatory rural appraisal.

b). Contents

The training contents are consists of the following sub topic:

- Experience of changing
- Facilitator behavior
- Purpose of changing
- Participation, especially women participation
- Listening skills
- Paraphrasing
- Questioning
- Group facilitation
- Conflict resolution
- Facilitation tools
- Process observation
- Qualitative survey method
- Identification of problem, needs, solutions and community opportunities
- Note taking, reporting and PRA filing.

c). Strategy

TSSLP working group of the ministry of interior and Live & Learn will provide training to CDS, CLFT and CF in each province except Kampong Thom and Kampong Chhnang will combine and conduct at Kampong Chhnang. Then, CDS, CLFT and CF will forward this training to CCs and clerks.

Days of training in each level:

- Document development : 2.5 months
- Provincial training : 4 days
- C/S training : 4 days

d). Timeframe

- August-October 2009 : Document development
- October-December 2009 : Provincial training
- November-December 2009 : C/S training

e). Budget Plan

- Document development : USD
- Provincial training : 27,045.00 USD
- C/S training : 40,264.00 USD
- Total : 67,309.00 USD**

2.4.8. Community organizing

a). Background

To help CDS, CLFT, CF, CCs and clerks to organize community effectively especially for income generation project, TSSLP will provide training on community organization.

b). Contents

The training contents are consists of the following sub topic:

- Concept community development
- Cycle of community organization
- Element of community organization process
- Principle of development
- Strategy of participation at village level
- Step of participation

c). Strategy

TSSLP working group of the ministry of interior and LLEE will provide training to CDS, CLFT and CF in each province except Kampong Thom and Kampong Chhnang will combine and train at Kampong Thom province. Then, CDS, CLFT and CF forward this training to CC.

Days of training in each level:

- Document development : 2 months
- Provincial training : 4 days
- C/S training : 4 days

d). Timeframe

- February-March 2009 : Document development
- April-May 2009 : Provincial training
- May-June 2009 : C/S training

e). Budget Plan

- Document development : USD
 - Provincial training : 27,045.00 USD
 - C/S training : 40,264.00 USD
- Total : 67,309.00 USD**

2.4.9. Household based planning

a). Background

The training topic on Household Based Planning is a new topic for CDS, CLFT and CF. Depending on the necessity of project on household based planning for IG beneficiary for measuring at the beginning and at the end of project, TSSLP will provide training on Household Based Planning.

b). Contents

The training on HBP focuses on the main sub-titles as following:

- Facilitation skill
- Sustainable Livelihoods Approach
- Five assets
- Income, expense and aspiration gap analysis
- Household planning

c). Strategy

ADB working group will deliver training to Master ToT of all 5 target provinces. Then Master ToT provides training to CDS, CLFT and CF at their own province. Before training, there will be a pilot training at any province.

Days of training in each level:

- Master ToT : 5 days (3 days for theory, 2 days for field practice and reflection on field practice)
- Pilot training : 5 days (3 days for theory, 2 days for field practice and reflection on field practice)
- Provincial training : 5 days (3 days for theory, 2 days for field practice and reflection on field practice)

d). Timeframe

- October 2008 : Master TOT
- November 2008 : Document development
- December 2008 : Pilot and provincial training

e). Budget Plan

- Master ToT : 5,337.50 USD
 - Provincial training : 33,632.50 USD
- Total : 38,970.00 USD**

2.5. Workshop, Meeting, Sharing Experiences

2.5.1. National Reflection Workshop on Accountability Working Group

a). Background:

The establishment of Accountability Working Group mechanism is aiming to ensure the accountability, transparency, effectiveness of utilization of all funding sources at sub-national levels under the Annual Work Plan and Budget which is facilitated by NCDD and through the NCDD structure, and under the Commune/Sangkat Fund, and to contribute to the strengthening of the performance of Province/Municipality, District/Khan, Commune/Sangkat in line with existing law and regulation. In accordance with the new guideline # 012 dated 23 December 2008 on the establishment of Provincial Accountability Working Group, each Province is required to deconstruct the existing PAWG structure and the NCDD is planning to conduct the reflect workshop for review and seeking lessons learned regarding to the PAWG implementation.

b). Content

The workshop will focus on the procedure of PAWG implementation which have been implemented at each Province. It will review the complaint resolving process, reporting and penalty enforcement.

c). Strategy

This national workshop will be joined by key members from PAWG in each province for instance Governor, Unit/ExCom and SPPA (3 persons/Province). The workshop will take 02 days in length and approximately 90 people be invited.

d). Timeframe The workshop will be organized in October 2009

e). Budget Plan : Total budget is 9,236 USD.

2.5.2. Lecture Series for Civil Servants

a) Brief Background

In 2001, the Royal Government of Cambodia initiated sub-national governance reform by decentralizing, by means of devolution, powers and functions to commune/sangkat councils. The Royal Government's reform objectives are to build participatory local democracy and to contribute to socio-economic development and overall efforts to reduce poverty.

In June 2005, the Royal Government of Cambodia issued a 'Strategic Framework for Decentralization and Deconcentration Reform' setting out the Government's vision and objectives for expanding sub-national governance reform to include provinces, municipalities, districts and Khans. The Strategic Framework makes clear that the expanded reform will affect how line ministry structures and future sub-national councils and administrations interact. It can be expected, therefore, that upon the adoption of the Organic Law in 2008, the reform will impact the work of civil servants at both national and sub-national levels.

b). Content of Training

We will select one of the topics below (or add new topics) to present once a month:

- History of local governance and decentralization in Cambodia and overview of the current legal framework
- Overview, concept and theory of Strategic Framework for Decentralization and Deconcentration Reform
- Application of decentralization and deconcentration concepts and theory in the Cambodian context
- Legal framework to support D&D reform in Cambodia.
- Presentation on the Royal Government's Powers & Functions database and delegation/devolution to sub-national
- District initiative program : new district administration and one window services
- Overview of fiscal tax of sub national governance reform theory and practical in international and Cambodia
- International practice regarding organizational and human resource management in the context of sub-national governance reform
- The civil service management in Cambodia
- Current civil service management at commune/Sangkat level and future possibility for public function appointment at sub-national level
- Inter-governmental relations: current national and sub-national relations and relations among sub-national levels, and possibilities for the future.
- Cross-cutting issue: civil society roles, role of civil society, good governance and poverty reduction and genders
- Role of local government associations: international experience and the National League of Commune/Sangkat Councils

c). Strategy

The frequency of the lectures is initially once a month, with the understanding that it could be increased to twice a month depending on the available resources and the length of preparation. Review of the lecture frequency will be done towards the end of 2009.

A schedule for the lecture series will be developed in advance indicating topics and speaker, date, time, and location of lectures. The topic will be flexible in order to accommodate presentations by high ranking officials.

Each lecture will consist of one presentation of one to two hours in length. After presentation will be followed by a question & answer session and discussion around 40mins.

Both Cambodian and international resource persons will be invited to deliver lectures. Translation will be provided for lectures delivered in a language other than Khmer.

d). Suggested Time-frame

Will be done once a month: January- Dec 2009

e). Estimated Budget

About 5000 US Dollars

2.5.3. Lecture Series for Civil Society

a). Brief Background

In June 2005 the Royal Government of Cambodia formulated a 'Strategic Framework for Decentralization and Deconcentration Reforms' which depicts the Government's vision and objectives for the reform process and major features of the envisaged restructuring of sub-national levels. Details will be defined by Organic Laws which are currently drafted and anticipated to be adopted early 2008.

In order to build the capacity and strengthen the understanding of civil society organisations on the reform process, the Working Group for Partnership in Decentralization (WGPD) and the Department of Local Administration (DoLA) with getting support from GTZ through ARDP project engages in a comprehensive program of lectures on the topic. It seeks to equip participants with a sound theoretical and practical understanding on Decentralization/Deconcentration topics. Thereby the program contributes to effective and efficient decentralization strategies in the longer term, by equipping civil society members with the tools to provide constructive feedback on (proposed) D&D reforms as well as enabling civil society organizations to implement their programs and activities stronger within the existing D&D framework.

b). Content of Training

The lecture will focus on the following topics:

- The function transferring by social sectors (health, education, NRM, and rural development)
- D&D Reform and its Implications
- Total budget allocate to sub national administration
- Commune Associations and inter commune cooperation
- D&D related Donor Projects
- D&D related (I)NGO Projects
- D&D and Cross-cutting Issues
- Civil Society Participation in D&D Reform
- Civil Society Activities within D&D framework.
- Civil Society as Contractors
- Commune Elections
- Local Government view on Civil Society Projects

c). Strategy

The program comprises of multi-module lectures series. The lectures will cover basic concepts of D&D as well as state structures, legal framework, donor projects supporting the D&D reform and practical examples of civil society participation. Resource persons will be selected from a pool of academics, government representatives, local NGOs, INGOs, donor organizations as well as (inter)national experts. Each lecture will conducted once a month.

Lectures will be delivered in Khmer and/or English. There will be provision of simultaneous translation between Khmer and English. The lectures will be held at Phnom Penh.

Each lecture will consist of one presentation of one to two hours in length. The presentation will be followed by a question & answer session and discussion.

Both Cambodian and international resource persons will be invited to deliver lectures. Translation will be provided for lectures delivered in a language other than Khmer.

d). Suggested Time-frame

Will be done once a month : January- Dec 2009

e). Estimated Budget

About 5000 US Dollars

2.5.4. Sharing experiences among C/S councilors

a). Background

After its first mandate of C/S election in February 2002, C/S councilors have been received a lot of trainings and implement plenty of works in their C/S. Moreover, some C/S councilors have been invited to participate in study tours, workshops, meetings with other organizations both inside and outside the country. The conclusion drawn from all of capacity building activity is that, C/S councilors have been noticeable improved of their capacity. Although, C/S councilors received the same way of building their capacity however the level of absorption and application of knowledge is difference from one C/S to another, this can be reflected that some C/S is having a good impact but some don't.

The knowledge and experience gained from the implementation of good performance C/S councilors can be a knowledge base to share to nation wide C/S councilors. Exchange experience workshop is a way of motivation C/S councilors to improve their work performance. By realizing this important of exchange experience, the NCDD decide to put this activity in its 2009 Plan.

b). Contents

The main objective of organization of this exchange experience workshop is to give a specific chance for C/S Councilors to have discussions and sharing good experiences and best practices to each others.

The exchange experience will focus on daily implementation of C/S councilors, include:

- General Management of C/S
- C/S Administration
- C/S Financial Management
- C/S Planning

- Communication with others stakeholders
- C/S Project Implementation
- Gender mainstreamingetc

c). Strategy

The education and capacity building office of DoLA Ministry of Interior will organize a meeting with PLAU to discuss the following:

- The procedures to select good performance C/S and poor performance C/S
- The organization of presentation of good experience and lesson learned
- The location arrangement for showing....etc

Each PLAU will select 2-6 C/S (6 C/S for large, 4 for medium and 2 C/S for small P/M) by following categories:

- 2 C/S per P/M : should be one as good performance and one as poor performance
- 3 C/S per P/M : should be one as good performance and two as poor performance
- 4 C/S per P/M : should be two as good performance and two as poor performance
- 6 C/S per P/M : should be three as good performance and three as poor performance

Then, Provincial and Municipal PLAU have to send list of those C/S to education and capacity building office to organize exchange experiences workshop.

Participants in each workshop consist of:

- The two officers from education and capacity building office (facilitators)
- The one officers from PLAU
- C/S Chief, C/S clerk and one C/S councilors member (three people per commune)

This exchange experience workshop will organize in six separate areas:

- Region 1: Takeo, Sihanik Ville, Kep, Kampot and Koh Kong
- Region 2: Kandal, Kampong Speu, Phnom Penh and Kampong Chhnang
- Region 3: Kampong Chham, Prey Veng, and Svay Reing
- Region 4: Kratie, Steung Treng, Ratanakiry, and Mondulkiry
- Region 5: Batambang, Pailin, Pursat, and Bantey Meanchey
- Region 6: Seim Reap, Prah Vihear, Odor Meanchey, and Kampong Thom

Each exchange experience workshop will need for two days:

- Day 01: Visit to good performance C/S
- Day 02: Reflection of what has been learning from the tour and presentation of good experiences of participants.

d). Timeframe

- August 2009 : Meetings and organizations
- September 2009 : The exchange experience workshop in all 6 target areas

e). Budget plan

Meetings and organizations	: 3,750 USD
Six workshops	: 21,999 USD
Total	: 25,749 USD

2.5.5. C/S Clerk Evaluation

a). **Background**

Cambodia's decentralization process is commenced in 2001 with the enactment of laws on commune administration management, and elections. In February 2002, the first mandate of C/S was elected through deepening democracy. At the same time, the Government has assigned clerks in all 1,621 C/S to help councilor's job performance.

Clerk has been trained a lot in order to perform their duties in C/S, since they are assigned and performed in C/S. From the start till now, clerk has not been evaluated on their capacity. Staff capacity evaluation is part of HRD and HRM of an organization that is a regular activity has to be done. By understanding the important of this capacity evaluation, NCDD has decided to put this activity into 2009 plan.

b). **Contents**

The following trained topics will be selected as main topics and will be appeared in the questions of evaluation exam:

- C/S Administration
- C/S Financial Management System
- CDP and CIP process
- C/S Fund Project Implementation...etc

c). **Strategy**

One working Group will be established consist of officers from DoLA and personnel and skill training office of MoI. With the assistance from capacity development advisor of the CCDP-2, this working group will develop questions and related documents for evaluation clerk capacity. Testing questions and making correction will be done by the working group. And then submit to NCDD for approval.

After this has been enacted by the NCDD, education and capacity building office of DoLA cooperate with the working group will conduct a two days training for 30 DoLA officers. Then, all working group members will supervise the evaluation exam of clerks in all 24 P/M.

d). **Timeframe**

- May 2009 : Documents preparation and testing
- 09 June 2009 : C/S Clerks capacity evaluation

e). **Budget plan**

- Documents preparation and testing : 6,340 USD
- C/S Clerks capacity evaluation : 17,046 USD
- Total : 23,386 USD**

2.5.6. Female Councilor Forum

a). Background

Female Councilor Forums have been implemented by Women for Prosperity with technical assistance from Administrative Reform and Decentralization Program implemented by GTZ with strong cooperation support from Ministry of Interior, Department General of Administration and Department of Local Administration. This project covers in nine provinces: Kandal, Svay Rieng, Takeo, Preah Vihear, Kampong Cham, Kampong Thom, Siem Reap, Battambang and Pursat.

An exit strategy was implemented from 2007 to 2008. The year 2008 is the last year for the implementation of exit strategy because the project started on March 2008 so it should ends on March 2009. From the project, there will be three forums organized during one year in those target provinces and there will be 33 female councilors participating.

b). Contents

The forums aim at promoting capacity of the female councilors in their function as female councilors. They facilitated and led the forums; moreover, topics during the sessions were also identified by the female councilors themselves- prioritization is also introduced, and usually female councilors choose the most important prioritized problems to discuss and solve in their forum.

c). Strategy

The forum follows its own methodology which are self-learning and self-organization. This means that the female councilors lead, manage and organize the forum by themselves. Because the forum is owned totally by the female councilors, Women for Prosperity Organization is still playing an important role in coaching and mentoring the councilors for the organization and running of the forum.

d). Timeframe

For 2009, ARDP will continue to support the forum running until March 2009. Mode for future support will have to be identified after a final meeting between all forum stakeholders in March 2009.

e). Budget

The total budget for this female councilor forum project is **25,000 USD**.

2.5.7. Local public forum

a). Background

DoLA of MoI and CCDP-2 have planned to sign agreement with Neutral and Impartial Committee for Free and Fair Election in Cambodia (NICFEC) in order for organizing a local public forum in some selected C/S in all 19 provinces and municipalities. This local public forum is ongoing activities from CCDP phase one which was called "Drama Performance". This activity is part of public awareness campaign on decentralization, roles of C/S Councilors, and roles of the people in the reform process. The main purpose of this public forum is to provide a chance for people in the rural area to discuss with their C/S council on various issues such as social, security, development...etc. Due to time constraint, NICFEC can not implement any for forum for the year 2008, therefore they will move all 400 forums to be conducted in 2009.

b). Contents

Local public forum will start up by focusing the establishment of C/S women and children committee which was stated in the guideline No. 082 of the NCDD dated 08 June 2007. Then, the open discussion on other agendas which is concerning in the C/S activities. CBO DoLA and NICFEC will set up a working group to implement monitoring and evaluating this activity.

c). Strategy

Each local public forum will last for about 3-4 hours in the morning accompanied by film show and leaflet distribution. NICFEC will provide training to all their forum facilitators before they are going to conduct each public forum at the field. The forum participants consist of C/S Council, village chief, and local people. In this 2008, there will be 200 local forums in different places and another 200 forum will take place in 2009. NICFEC will responsible for setting up the places, buying video film, organize a place that can be seen at day time for film show, and invite people to the forum. NICFEC will use their own local network for gathering local people.

d). Timeframe

- January- March 2009 : Organization
- March to December 2009 : Local public forum

e). Budget

- Organization and public forum 2009 : 19,000.00 USD

2.5.8. CCWC forum

a). Background

Depending on the result of evaluation, the forum for CCWC and WCFP are very important in sharing experiences in order to improve quality of service delivery, and respond to the need of citizens.

As above understanding, NCDD include the activities on CCWC forum in to NCDD capacity building plan in 2009.

b). Contents

The forum will focus on the following content:

- Child rights
- Child protection
- Child education
- Water and sanitation
- Nutrition

c). Strategy

There are 42 forums will be conducted for 257CCWC, which will be facilitated by WfP organization in cooperated with MoI, PLAU and provincial department of women affairs.

d). Timeframe : The forum will be conducted from Jan to Dec 2009.

e). Estimated budget: 60,547 USD

2.6. Capacity building for P/M level to support C/S

2.6.1. Genders in decentralization

a). Background

Equal direct and representative participation of both men and women in D&D process is a condition to achieve reform goal. Capacity building on gender and decentralization for staff at national level, and sub national level is very important task to achieve that goal. It is therefore, the NCDD provided training on gender and decentralization to DFT. Furthermore, based on the results and effectiveness of previous training, NCDD decides to add training course on “Gender in Decentralization” in to NCDD capacity building plan for 2009 for DFT.

b). Contents

The training topic main focus on the following contents:

- Gender concept
- Gender in national policy
- Gender analysis and gender mainstreaming
- Gender in Decentralization
- Gender in DFT works
- Gender and Domestic Violence

Content development working group with in supported by gender expert will review and revise the contents of gender for PLAU manual and update those contents, then submit to NCDD for approval.

c). Training strategy

After getting approval from NCDD, education and capacity building office of DoLA in cooperated with content development working group will conduct national ToT for participants from Gender Working Group and CBO of DoLA. Then, they will conduct provincial training for DFT.

Days for each course for DF : 3 days

d). Timeframe

- January-February, 2009 : Delivering of training

e). Budget plan :

- DFT training : 2,9000 USD

2.6.2. Training in Complaint Investigation Methodology

a). Background:

Since 2005 the CS Fund Accountability Working Group was established in accordance with 028 dated 15 June 2005 issued by NCDD.

Following the finding and recommendation found in the assessment report, the NCDD had issued the new guideline on the restructuring of PAWG to ensure the accountability, transparency, effectiveness of utilization of all funding sources at sub-national levels under the Annual Work Plan and Budget which is facilitated by NCDD and through the NCDD structure,

and under the Commune/Sangkat Fund, and to contribute to the strengthening of the performance of Province/Municipality, District/Khan, Commune/Sangkat in line with existing law and regulation. Within this new guideline, each Province is requested to set up Provincial Support Group which need additional 1-3 Provincial Assistants to work as daily basis. To ensure the effective implementation, all new recruited staff (42 persons) will be trained in procedure of complaint investigation and reporting.

b). Contents

The training will focus on the following topics:

- Principle of complaint investigation;
- Methodology on the complaint investigation;
- Finding analysis and reporting; and
- Review of penalty

c). Strategy:

The National Support Group/NAWG together with external consultant will conduct the training on the Complaints Investigation Methodology to the Provincial Assistants. The training will be divided into 2 classes at regional and each training will take 3 days in length and total 25 participants in each training.

d). Timeframe : This training will be taken place in March 2009

e). Budget Plan : Total budget is around **6,846 USD**

2.6.3. Monitoring and reporting system

a). Background

In 2008, the Working Group of DoLA has completed the final revision of reporting system of PLAU including monthly, quarterly and annual report formats. These revised formats had also been tested in Kampong Cham Province with some key PLAU staff from other 2 Provinces to look and seek further comments for better improvement. The final revision of reporting system have been discussed at the DoLA meeting with participation from all offices to provide more inputs and finalize them before submitting to Minister for approval. On the hand, the PLAU have been using the Monitoring Spreadsheet since 2005, which tracking the data progress related to CS financing, planning, reporting and training. This Monitoring Spreadsheet is required to submit to DoLA as monthly basis. Within this regard, DoLA is planning to conduct the reporting system to PLAU officers for enhancing their capacity and knowledge.

b). Contents

The training will be focusing on the PLAU reporting system and how to update the monitoring spreadsheet for decentralization implementation progress.

c). Strategy

The 2-day training will be held at two regional with 2 PLAU staff participants from each province will be invited.

d). Timeframe : The training will be taken place in June 2008.

e). Budget plan

Training materials for participants : **6,292 USD**

2.7. Public Education

2.7.1. TV Program

a). Background

The production of the first five messages is completed and the broadcasting will be started from late 2008 till mid 2009.

In addition to local forum and radio programs, the CCDP-2 has been using the other means of media to strengthening understanding of local governance, democracy rights, local development and accountabilities. These means of TV spots can be a popular media at the moment in Cambodia. Based on TNA result conducted by CBO DoLA is shown that TV spot was the most seen by the C/S Council.

B. Contents

All people will be benefited from this mass media campaign. The most important contents of TV spots will cover the following points:

- General information relating to Municipality Province Krung District and Khan Administration and Management Law:
 - The relationship between Municipality Province Krung District and Khan Councilors and sector department
 - Financial and asset management of Municipality Province Krung District and Khan Councilors.
 - Development plan within the legal framework of Municipality Province Krung District and Khan management
 - Transfer of functions within the legal framework of Municipality Province Krung District and Khan management
- The role C/S Council in providing services at the local level
- Encourage to have a voice of people and their participation in local development.
- Encourage and motivate C/S council to develop plan and implement small scale infrastructure project in order to promote their standard of living.

c). Strategy

DoLA/CCDP-2 signed a contract with Equal Access Cambodia (ECA), after went through a bidding process, who is specialized in producing TV spot, radio spot, and radio program. EAC will produce 10 TV spots for two years project. EAC have already completed the first five and will propose schemes and scripts to DoLA prior to a final production for the last five messages. DoLA also signed a contract with International Media Services (IMS) for broadcasting the first five spots on three TV stations such as: CTN, Bayon and TVK.

D. Timeframe

- TV broadcasting for the first five messages: Dec. 2008 to May 2009
- TV spot production for the last five messages: Jan - Apr 2009
- TV broadcasting for the last five messages: May - Dec 2009

E. Budget

- | | |
|----------------------------------|-------------------------|
| • TV spots production (10 spots) | : 55,000.00 USD |
| • TV broadcasting | : 100,000.00 USD |
| Total | : 155,000.00 USD |

2.7.2. Radio Programs

a). Background

After a successful implementation of public awareness campaign on the decentralization and deconcentration policy by using variety of media especially radio program which produced under CCDP-1. With that reason, almost the same activity will continue to carry out in the CCDP-2. The change is the meaning of the messages which is flexible to the real situation and the government policy.

More importantly, C/S councilors requested to have more public awareness activities to promote necessary information to the people in the remote area. This is based on the recent TNA conducted by CBO.

b). Contents

All people will be benefited from this mass media campaign. The most important contents of Radio Programs will cover the following points:

- General information relating to Municipality Province Krung District and Khan Administration and Management Law:
 - The relationship between Municipality Province Krung District and Khan Councilors and sector department
 - Financial and asset management of Municipality Province Krung District and Khan Councilors.
 - Development plan within the legal framework of Municipality Province Krung District and Khan management
 - Transfer of functions within the legal framework of Municipality Province Krung District and Khan management
- The role C/S Council in providing services at the local level
- Encourage to have a voice of people and their participation in local development.
- Encourage and motivate C/S council to develop plan and implement small scale infrastructure project in order to promote their standard of living.

c). Strategy

Equal Access Cambodia (ECA) responsible for producing radio programs as an addition to TV spots production stated in 3.5.3 above. The main activities to be conducted by EAC concerning with radio programs are:

- 10 one-minute video PSAs
- 10 one-hour episodes of the “Success Starts with You” radio program
- 10 thirty-minute call-in shows to accompany the one-hour radio programs
- Two trainings for call-in show hosts from eight partner radio stations
- 10 one-minute radio public service announcements (PSAs or “spots”)

All activities listed above will go through participation and discussion with DoLA especially the CBO before it comes to the final approval.

d). Timeframe

- Radio spots production: Jan - Feb 2009
- 10 one-hour episodes of the Success Starts with You radio program: Monthly
- 10 thirty-minute call-in shows: Monthly
- Trainings for call-in show hosts from eight partner radio stations: Mar 2009
- 10 one-minute radio public service announcements (PSAs or “spots”): Jan-Dec 2009

e). Budget

- Radio spots production and broadcasting (10 spots) : 42,000 USD
- One hour episodes : 13,000 USD
- Total : 55,000 USD**

Annex 1 : Budget Plan

No	Subject	Description	Unit	For Cap. & pro. Councilor and BoG			National ToT			Provincial ToT			Note
				# of unit	Unit cost	Total	# of unit	Unit cost	Total	# of unit	Unit cost	Total	
Capacity building for sub national administration													
1	Sub-national administration management through decentralization and deconcentration	DSA of Participants	Per/day	1,944	25.00	48,600.00	248	25.00	6,200.00	-	5.00	-	511 participants from capital and provinces will invite to attend 3days orientation at national level(6sessions, which has 100 each session)
		Travel of Participants	Ls	486	18.00	8,748.00	62	18.00	1,116.00	-	5.00	-	
		Training material development	Course	1	2,500.00	2,500.00			-			-	
		Training Material	Class	5	60.00	300.00	2	810.00	1,620.00	24	25.00	600.00	62 participants from all provi and capital will invite to attend 3days national ToT.
		Hand out	Book	531	1.50	796.50	80	2.00	160.00	250	1.50	375.00	
		Training Snack and room fee	Per/day	1,593	20.00	31,860.00	240	1.50	360.00	250	1.00	250.00	250 provincial trainers will be invited to attend 3 days provincial ToT.
		Contingency	Class	5	50.00	250.00	2	50.00	100.00	24	-	-	
		Total by level				93,054.50			9,556.00			1,225.00	
		Sub-total										103,835.50	
		Disburse from PILAC				93,054.50							93,054.50
Disburse from CCDP2							9,556.00			1,225.00	10,781.00		
For MDK Councilor and BoG													
2	Sub-national administration management through decentralization and deconcentration	DSA of Participants	Per/day		-	-							3689 of MDK board governor and councilors will be invited to attend 3 days training at M/D/K level.
		Travel of Participants	Ls		-	-							
		Training material development	Course			-							
		Training Material	Class	193	25.00	4,825.00							
		Hand out	Book	3,689	1.50	5,533.50							
		Training Snack and room fee	Per/day	11,253	1.00	11,253.00							
		Contingency	Class	193	10.00	1,930.00							
		Total by level				23,541.50			-			-	
		Sub-total										23,541.50	
		Disburse from CCDP2				23,541.50			-			-	
				For Cap. & pro. Councilor and BoG			For Cap. & pro. Implementer						
2	The preparation of development plan and 3-year rolling investment program for Capital and Province	DSA of Participants	Per/day	1,944	25.00	48,600.00	288	25.00	7,200.00				511 participants from capital and provinces will invite to attend 3days training at national level(6sessions, which has 100 each session)
		Travel of Participants	Ls	486	18.00	8,748.00	72	18.00	1,296.00				
		Training material development	Course	1	2,500.00	2,500.00			-				
		Training Material	Class	5	60.00	300.00	2	810.00	1,620.00			-	72 participants from all provi and capital will invite to attend 3days detail t raining.
		Hand out	Book	531	1.50	796.50	100	1.50	150.00			-	
		Training Snack and room fee	Per/day	1,593	20.00	31,860.00	300	1.50	450.00			-	
		Contingency	Class	5	50.00	250.00	2	50.00	100.00			-	
		Total by level				93,054.50			10,816.00			-	
		Sub-total										103,870.50	
		Disburse from PSDD				93,054.50			10,816.00				103,870.50
No	Subject	Description	Unit	National ToT			Provincial ToT			For MDK Councilor and BoG			Note
				# of unit	Unit cost	Total	# of unit	Unit cost	Total	# of unit	Unit cost	Total	
		DSA of Participants	Per/day	312	25.00	7,800.00	-	5.00	-	-	5.00	-	78 participants from all provi and capital will

The preparation of development plan and 3-year rolling investment program for Municipality, District, Khan	Travel of Participants	Ls	78	18.00	1,404.00	-	5.00	-	-	5.00	-	invite to attend 3days national ToT.	
	Training material development	Course	1	330.00	330.00							250 provincial trainers will be invited to attend 3 days provincial ToT.	
	Training Material	Class	2	810.00	1,620.00	24	25.00	600.00	193	25.00	4,825.00		
	Hand out	Book	100	2.00	200.00	250	1.50	375.00	4,075	1.50	6,112.50	4075 board governors, councilors and implementers will be invited to attend 3 days training at MDK level.	
	Training Snack and room fee	Per/day	300	1.00	300.00	250	1.00	250.00	12,225	1.00	12,225.00		
	Contingency	Class	2	-	-	24	-	-	45	-	-		
	Total by level				11,654.00			1,225.00			23,162.50		
	Sub-total										36,041.50		
Disburse from CCDP2				11,654.00			1,225.00			23,162.50	36,041.50		
			For Cap. & pro. Councilor and BoG			For Cap. & pro. Implementer							
4	Financial Management for sub-national administration	DSA of Participants	Per/day	1,944	25.00	48,600.00	288	25.00	7,200.00			511 participants from capital and provinces will invite to attend 3days training at national level(6sessions, which has 100 each session)	
		Travel of Participants	Ls	486	18.00	8,748.00	72	18.00	1,296.00				
		Training material development	Course	1	2,500.00	2,500.00							
		Training Material	Class	5	60.00	300.00	2	810.00	1,620.00				
		Hand out	Book	511	1.50	766.50	100	1.50	150.00				
		Training Snack and room fee	Per/day	1,593	20.00	31,860.00	300	1.50	450.00				
		Contingency	Class	5	50.00	250.00	2	50.00	100.00				
		Total by level				93,024.50			10,816.00			-	72 participants from all provi and capital will invite to attend 3days detail t raining.
Sub-total										103,840.50			
Disburse from PSDD				93,024.50			10,816.00			103,840.50			
			National ToT			Provincial ToT			For MDK Councilor and BoG				
5	Financial Management for sub-national administration	DSA of Participants	Per/day	312	25.00	7,800.00	-	5.00	-	-	5.00	-	78 participants from capital and provinces will invite to attend 3days national ToT.
		Travel of Participants	Ls	78	18.00	1,404.00	-	5.00	-	-	5.00	-	
		Training material development	Course	1	330.00	330.00							
		Training Material	Class	2	810.00	1,620.00	24	25.00	600.00	193	25.00	4,825.00	250 provincial trainers will be invited to attend 3 days provincial ToT.
		Hand out	Book	100	2.00	200.00	250	1.50	375.00	4,075	1.50	6,112.50	
		Training Snack and room fee	Per/day	300	1.00	300.00	250	1.00	250.00	12,225	1.00	12,225.00	
		Contingency	Class	2	-	-	24	-	-	45	-	-	4075 board governors, councilors and implementers will be invited to attend 3 days training at MDK level.
		Total by level				11,654.00			1,225.00			23,162.50	
Sub-total										36,041.50			
Disburse from CCDP2				11,654.00			1,225.00			23,162.50	36,041.50		
5	D/K project implementation	Training											
		Total for this activities	LS	1	6,950.00	6,950.00	-	-	-	-	-	-	
		Total by level				6,950.00			-			-	
		Sub-total										6,950.00	
Disburse from PSDD				6,950.00			-			-	6,950.00		
No	Subject	Description	Unit				Training						Note
				# of unit	Unit cost	Total	# of unit	Unit cost	Total	# of unit	Unit cost	Total	
6	Training for C/S support unit of district administrative	Total for this activities	Ls	-	-	-	1	54,000	54,000.00			-	This budget will cover the any training for supporting district functioning.
		Total by level							54,000.00			-	
		Sub-total										54,000.00	
		Disburse from EC-UNDP/DDLG				-			54,000.00			-	
			For High Rank officials			For GDLA officials			For sub national officials				

7	Organic Law dissemination	DSA of Participants	Per/day		-	-				2,210	5.00	11,050.00	784 participants from all department director, all general directors and one deputy director will be invited.	
		Travel of Participants	Ls			-				1,105	5.00	5,525.00		
		Training material development	Course			-							-	100 GDLA official will be invited to attend workshop.
		Training Material	Class	7	50.00	350.00	1.00	60.00	60.00	26	25.00	650.00		
		Hand out	Book	800	1.00	800.00	100.00	1.00	100.00	2,545	1.00	2,545.00	2545 parti at subnational level including provincial staff, director and deputy directors of line department, district governor and vice governors will be invited.	
		Training Snack and room fee	Per/day	800	20.00	16,000.00	100.00	25.00	2,500.00	2,545	1.00	2,545.00		
		Contingency	Class	7	50.00	350.00	1.00	50.00	50.00	26	10.00	260.00		
		Total by level				17,500.00				2,710.00		22,575.00		
		Sub-total										42,785.00		
		Disburse from PILAC								2,710.00			2,710.00	
Disburse from PSDD				17,500.00							17,500.00			
Disburse from CDP2										22,575.00	22,575.00			
				For civil society			For RGC members							
8	Organic Law dissemination	DSA of Participants	Per/day			-							30 participants from civil society/NGO will be invited to attend ToT on OL.	
		Travel of Participants	Ls			-								
		Training material development	Course			-							-	446 parti who are RGC members will be invited to attend haft day presentation.
		Training Material	Class	1	50.00	50.00	2	500	1,000.00					
		Hand out	Book	30	1.00	30.00	446	1	446.00					
		Training Snack and room fee	Per/day	60	20.00	1,200.00	446	1	446.00					
		Contingency	Class	1	50.00	50.00	2	1,000	2,000.00					
		Total by level				1,330.00			3,892.00				-	
		Sub-total										5,222.00		
		Disburse from PSDD							3,892.00				3,892.00	
Disburse from GTZ				1,330.00							1,330.00			
8	Booklet printing	Content development	LS	1	500.00	500.00							28770 booklets will be printed and distributed to all sub national level adm, ministries, senate, assembly, CAR, provincial depart, C/S and civil society.	
		Printing	LS	28,770	1.00	28,770.00								
		Contingency	Ls	1	300.00	300.00								
		Total by level				29,570.00			-			-		
		Sub-total										29,570.00		
Disburse from PSDD				29,570.00			-				29,570.00			
9	Poster printing	Printing	Ls	51,495	0.50	25,747.50							17165 sheet per topics of poster will be printed and distributed to all sub national and relevance institutions. There are 3 topics of poster will be printed.	
		Contingency	Ls	3	300.00	900.00								
		Total by level				26,647.50			-			-		
		Sub-total										26,647.50		
		Disburse from PSDD				26,647.50								26,647.50
No	Subject	Description	Unit	Printing									Note	
				# of unit	Unit cost	Total	# of unit	Unit cost	Total	# of unit	Unit cost	Total		
10	Radion spot	Production and broadcasting	Ls	1	15,000.00	15,000.00							Produce 5 radio spot, each spot has 3mns and need to broadcaste in 2 radio station in PNP and 8 radio stations in P/M.	
		Contingency	Ls			-								
		Total by level				15,000.00			-			-		
		Sub-total										15,000.00		
Disburse from PSDD				15,000.00			-				15,000.00			
11	TV spot	Production and broadcasting	Ls	1	30,000.00	30,000.00							Produce 3 TV spots, each spot has 1 mn and need to broadcaste in 3 TV station in PNP.	
		Contingency	Ls			-								
		Total by level				30,000.00			-			-		
		Sub-total										30,000.00		

		Disburse from PSDD		30,000.00			-			30,000.00				
12	Facilitation and training skills	DSA of Participants	Per/day	50	25.00	1,250.00						50 Officials from DoLA, PT and under generals department of local administration will attend 5days training.		
		Travel of Participants	LS	50	18.00	900.00								
		Training material development	Class	1	1,310.00	1,310.00								
		Hand out	Book	60	2.00	120.00								
		Training Snack	Per/day	250	1.50	375.00								
		Contingency	Class	1	100.00	100.00								
		Total by level				4,055.00				-				
Sub-total		4,055.00												
Disburse from CCDP2		4,055.00			-			4,055.00						
13	Pre and post training review meeting	Total for this activities	Ls	1	3,016.00	3,016.00						Two workshops will be conducted; first is to discuss on training experiences and plan, second is review and evaluation of training performance		
		Contingency	Ls			-								
		Total by level				3,016.00				-	-			
		Sub-total		3,016.00										
		Disburse from PILAC		3,016.00			-			3,016.00				
Grant total											624,416.50			

Summary source of funding

Source of funding	Amount	%
PSDD	337,271	54
PILAC	98,781	16
CCDP2	133,036	21
DDLG	54,000	9
GTZ	1,330	0
Grand total	624,417	100

No	Subject	Description	Unit	National ToT			Provincial ToT			C/S training			Remarks		
				# of unit	Unit cost	Total	# of unit	Unit cost	Total	# of unit	Unit cost	Total			
Training for all C/S															
1	M&E on C/S project, admin and finance	DSA of Participants	Per/day	370	25.00	9,250	3,055	3.50	10,693			-	74 persons from 24 provinces attend 4 day training.		
		Travel of Participants	Ls	74	18.00	1,332			-			-			
		Training material development	Course	1	2,500.00	2,500			-			-		1,000 DFT/PFT participate provincial training for 4 day.	
		Trg room and Trg Material	Class	2	1,060.00	2,120	37	30.00	1,110	645	30	19,350	All CC (11,353), Clerks (1,621) and CS M&E (3,242) attend commune level training for 4 day.		
		Hand out	Book	110	3.00	330	1,000	3.00	3,000	19,458	2	29,187			
		Training Snack	Per/day	440	1.50	660	4,000	1.00	4,000	68,864	1	68,864			
		Contingency	Class	2	50.00	100	37	10.00	370	645	5	3,225			
		Total by level				16,292.00			19,172.50			120,626.00			
		Sub-total				156,090.50									
Disburse from PSDD				16,292.00			19,172.50			120,626.00			156,090.50		
2	C/S project implementation	DSA of Participants	Per/day	432	25.00	10,800	2,444	3.50	8,554	-	-	-	Each province will send 3-9 trainers to attend 3days national ToT.		
		Travel of Participants	Ls	108	18.00	1,944	-	-	-	-	-	-			
		Training material development	Course		-	-	-	-	-	-	-	-			
		Trg room and Trg Material	Class	3	810.00	2,430	41	30.00	1,230	517	30	15,510	1221 PFT/DTF participate provincial training for 3 days.		
		Hand out	Book	130	3.00	390	1,250	3.00	3,750	16,216	3	48,648			
		Training Snack	Per/day	130	1.50	195	3,450	1.00	3,450	41,922	1	41,922			
		Contingency	Class	3	50.00	150	41	10.00	410	517	5	2,585			
		Total by level				15,909.00			17,394.00			108,665.00			All CC (11353) clerks (1621) and PBC (32623) attend the commune level training for 3 days
		Sub-total				141,968.00									
Disburse from PSDD				15,909.00			17,394.00			108,665.00			141,968.00		
3	Leadership for C/S councilors	DSA of Participants	Per/day	296	25.00	7,400	2,444	3.50	8,554	-	-	-	74 participants from 24 provinces participate in 3 days national ToT.		
		Travel of Participants	Ls	74	18.00	1,332	-	-	-	-	-	-			
		Training material development	Course	1	2,500.00	2,500	-	-	-	-	-	-			
		Trg room and Trg Material	Class	2	810.00	1,620	37	30.00	1,110	517	30	15,510	1000 PFT/DTF participate provincial training for 3 days.		
		Hand out	Book	110	3.00	330	1,000	3.00	3,000	16,216	2	24,324			
		Training Snack	Per/day	330	1.50	495	3,000	1.00	3,000	41,922	1	41,922			
		Contingency	Class	2	50.00	100	37	10.00	370	517	5	2,585			
		Total by level				13,777.00			16,034.00			84,341.00			All CC (11353) and clerks (1621) attend the commune level training for 3 days
		Sub-total				114,152.00									
Disburse from PSDD				13,777.00			16,034.00			84,341.00			114,152.00		

No	Subject	Description	Unit	National ToT			Provincial ToT			C/S training			Remarks		
				# of unit	Unit cost	Total	# of unit	Unit cost	Total	# of unit	Unit cost	Total			
4	Small Scale Proposal Writing	DSA of Participants	Per/day	296	25.00	7,400	2,444	3.50	8,554			-	74 participants from 24 provinces participate in 3 days national ToT.		
		Travel of Participants	Ls	74	18.00	1,332	-	-	-			-			
		Training material development	Course	1	2,500.00	2,500	-	-	-			-		1000 participants (DFT, PFT) attend provincial training for 3 days	
		Trg room and Trg Material	Class	2	810.00	1,620	37	30.00	1,110	127	30	3,810			
		Hand out	Book	110	3.00	330	1,000	3.00	3,000	3,300	2	4,950	All C/S chief (1621) and clerks (1621) attend the commune level training for 3 days		
		Training Snack	Per/day	330	1.50	495	3,000	1.00	3,000	12,726	1	12,726			
		Contingency	Class	2	50.00	100	37	10.00	370	127	5	635			
		Total by level				13,777.00			16,034.00			22,121.00			
		Sub-total				51,932.00									
		Disburse from PSDD										22,121.00			22,121.00
Disburse from CCDP2				13,777.00			16,034.00			-			29,811.00		
5	Refresher on C/S administration	DSA of Participants	Per/day			-	2,444	3.50	8,554			-	1,000 DFT/PFT participate provincial training for 3 day.		
		Travel of Participants	Ls			-			-			-			
		Training material development	Course			-			-			-			
		Trg room and Trg Material	Class			-	37	30.00	1,110	517	30	15,510			
		Hand out	Book			-	1,000	3.00	3,000	16,216	2	24,324	All CC (11,353), Clerks (1,621) attend commune level training for 3 day.		
		Training Snack	Per/day			-	3,000	1.00	3,000	41,922	1	41,922			
		Contingency	Class			-	37	10.00	370	517	5	2,585			
		Total by level				-			16,034.00			84,341.00			
		Sub-total				100,375.00									
		Disburse from PSDD				-			16,034.00			84,341.00			100,375.00
6	Refresher on CIP	DSA of Participants	Per/day			-	1,833	3.50	6,416	-	-	-	1,000 PFT and DFT participate provincial training for 2 days.		
		Travel of Participants	Ls			-	-	-	-	-	-	-			
		Training material development	Course			-	-	-	-	-	-	-			
		Trg room and Trg Material	Class			-	37	30.00	1,110	1,621	30	48,630	All CC (11353) and clerks (1621) and PBC attend the commune level training for 2 days		
		Hand out	Book			-	1,000	3.00	3,000	48,839	1	48,839			
		Training Snack	Per/day			-	2,000	1.00	2,000	93,194	1	93,194			
		Contingency	Class			-	37	10.00	370	1,621	5	8,105			
		Total by level				-			12,895.50			198,768.00			
		Sub-total				211,663.50									
		Disburse from PSDD				-			12,895.50			198,768.00			211,663.50

No	Subject	Description	Unit	National ToT			Provincial ToT			C/S training			Remarks	
				# of unit	Unit cost	Total	# of unit	Unit cost	Total	# of unit	Unit cost	Total		
7	Refresher on C/S financial management system	DSA of Participants	Per/day			-	1,833	3.50	6,416			-	1,000 PFT/DFT participate provincial training for 2 days. All CC (11353) and clerks (1621) and PBC attend the commune level training for 2 days	
		Travel of Participants	Ls			-			-			-		
		Training material development	Course			-			-			-		
		Trg room and Trg Material	Class			-	37	30.00	1,110	517	30	15,510		
		Hand out	Book			-	1,000	3.00	3,000	16,216	2	24,324		
		Training Snack	Per/day			-	2,000	1.00	2,000	27,948	1	27,948		
		Contingency	Class			-	37	10.00	370	517	5	2,585		
		Total by level				-			12,895.50			70,367.00		
		Sub-total										83,262.50		
		Disburse from PSDD				-			12,895.50			70,367.00		83,262.50
4	Refresher on Civil Registration	DSA of Participants	Per/day	296	25.00	7,400	2,444	3.50	8,554			-	74 participants from 24 provinces participate in 3 days national ToT.	
		Travel of Participants	Ls	74	18.00	1,332	-	-	-			-		
		Training material development	Course	1	2,500.00	2,500	-	-	-			-	1000 participants (DFT, PFT) attend provincial training for 3 days	
		Trg room and Trg Material	Class	2	810.00	1,620	37	30.00	1,110	127	30	3,810		
		Hand out	Book	110	3.00	330	1,000	3.00	3,000	3,300	2	4,950	All C/S chief (1621) and clerks (1621) attend the commune level training for 3 days	
		Training Snack	Per/day	330	1.50	495	3,000	1.00	3,000	12,726	1	12,726		
		Contingency	Class	2	50.00	100	37	10.00	370	127	5	635		
		Total by level				13,777.00			16,034.00			22,121.00		
		Sub-total										51,932.00		
		Disburse from ???				13,777.00			16,034.00			22,121.00	51,932.00	
Training for project targeted C/S														
8	Population, Reproductive Health, Gender and Youth issue	Expend for this training	Ls	1	2,400.00	2,400	1	7,000.00	7,000	1	100,700	100,700		
		Total by level				2,400.00			7,000.00			100,700.00		
		Sub-total									110,100.00			
		Disburse from UNFPA				2,400.00			7,000.00			100,700.00	110,100.00	
9	Guideline on the preparation and management of service project (ICC)	Expend for this training	Ls	1	12,000	12,000	1	1,000	1,000	1.00	5,000	5,000		
		Total by level				12,000.00			1,000.00			5,000.00		
		Sub-total									18,000.00			
		Disburse from EU-UNDP				12,000.00			1,000.00			5,000.00	18,000.00	

No	Subject	Description	Unit	National ToT			Provincial ToT			C/S training			Remarks
				# of unit	Unit cost	Total	# of unit	Unit cost	Total	# of unit	Unit cost	Total	
10	Guideline on the preparation and management of service project (ICC)	Expend for this training	Ls	1	23,000	23,000	1	1,000.00	1,000			-	
		Total by level			23,000.00			1,000.00			-		
		Sub-total			24,000.00								
		Disburse from EU-UNDP			23,000.00			1,000.00			24,000.00		
11	Concept of NRML	Expend for this training	Ls	1	11,562.00	11,562			-			-	
		Contingency	Ls						-			-	
		Total by level			11,562.00			-			-		
		Sub-total			11,562.00								
Disburse from NRML			11,562.00						11,562.00				
12	Guideline on community support fund	Expend for this training	Ls	1	90,372	90,372	-	-	-			-	This budget will cover the any training for CDS, CLFT, CF and C/S trainings
		Total by level			90,372.00			-			-		
		Sub-total			90,372.00								
		Disburse from TSSL			90,372.00			-			-		
90,372.00			90,372.00										
13	Admin and finance of TSSLP	Expend for this training	Ls	1	71,158	71,158	-	-	-			-	This budget will cover the any training for CDS, CLFT, CF and C/S and project beneficiaries trainings
		Total by level			71,158.00			-			-		
		Sub-total			71,158.00								
		Disburse from TSSL			71,158.00			-			-		
71,158.00			71,158.00										
14	Facilitation skill for project staff	Expend for this training	Ls	1	67,309	67,309	-	-	-			-	This budget will cover the any training for CDS, CLFT, and CF trainings
		Total by level			67,309.00			-			-		
		Sub-total			67,309.00								
		Disburse from TSSL			67,309.00			-			-		
67,309.00			67,309.00										
15	Community Organizing	Expend for this training	Ls	1	67,309	67,309	-	-	-			-	This budget will cover the any training for CDS, CLFT, and CF trainings
		Total by level			67,309.00			-			-		
		Sub-total			67,309.00								
		Disburse from TSSL			67,309.00			-			-		
67,309.00			67,309.00										
16	Participator Rural Appraisal	Expend for this training	Ls	1	38,970	38,970	-	-	-			-	This budget will cover the any training for CDS, CLFT, and CF trainings
		Total by level			38,970.00			-			-		
		Sub-total			38,970.00								
		Disburse from TSSL			38,970.00			-			-		
38,970.00			38,970.00										

No	Subject	Description	Unit	National ToT			Provincial ToT			C/S training			Remarks	
				# of unit	Unit cost	Total	# of unit	Unit cost	Total	# of unit	Unit cost	Total		
17	National Workshop on provincial accountability working group	DSA for participants	Per/day	318	25.00	7,950			-			-	Each province will send 4 persons to attend national workshop on AWG.	
		Travel of Participants	Ls	106	18.00	1,908			-			-		
		Training material development	Class	1	600.00	600			-			-		
		Trg room and Trg Material	Book	106	1.00	106			-			-		
		Workshop snack	Per/day	212	1.00	212			-			-		
		Contingency	Class	1	50.00	50			-			-		
		Total by level					10,826.00			-				-
		Sub-total												10,826.00
	Disburse from PSDD				10,826.00			-			-	10,826.00		
18	Lecture series for civil servant	Expend for this training	Ls	1	5,000	5,000								
		Total by level				5,000.00			-			-		
		Sub-total										5,000.00		
		Disburse from GTZ				5,000.00			-			-	5,000.00	
19	Lecture series for civil society	Expend for this training	Ls	1	5,000	5,000								
		Total by level				5,000.00			-			-		
		Sub-total										5,000.00		
		Disburse from GTZ				5,000.00			-			-	5,000.00	
20	Sharing experiences among C/S councilors	DSA of Participants	Per/day	80	25.00	2,000				918.00	20	18,360	24 PLAU and 16 DoLA staff will attend 2 days meeting.	
		Travel of Participants	Ls	40	18.00	720				306.00	10	3,060		
		Training material development	Course	1	1,000.00	1,000							-	180 CC, 90 Clerks and 24 PLAU will attend 2 days exchange visit.
		Trg room and Trg Material	Class	1	300.00	300							-	
		Hand out	Book	40	1.00	40				306.00	1	153		
		Training Snack	Per/day	40	1.00	40				612.00	1	306		
		Contingency	Class	1	50.00	50				6.00	20	120		
		Total by level				4,150.00			-				21,999.00	
		Sub-total											26,149.00	
Disburse from CCDP2				4,150.00			-				21,999.00	26,149.00		

No	Subject	Description	Unit	National ToT			Provincial ToT			C/S training			Remarks		
				# of unit	Unit cost	Total	# of unit	Unit cost	Total	# of unit	Unit cost	Total			
21	C/S clerk evaluation	DSA of Participants	Per/day	120	25.00	3,000				1,621	4	5,674	40 persons attend 2 days training. All Clerks (1621) will attend 1/2 day testing.		
		Travel of Participants	Ls	40	18.00	720				1,621	2	3,242			
		DSA for trainers	Per/day			-				80	20	1,600			
		Travel for trainers	Ls			-				40	18	720			
		Materials development	Course	1	2,500.00	2,500						-			
		Trg room	Class	1	550.00	550						-			
		Training material	Book	40	1.00	40				1,621	1	811			
		Training snack	Per/day	80	1.00	80						-			
		Contingency	Class	1	50.00	50				1	5,000	5,000			
		Total by level				6,940.00			-			17,046.00			
		Sub-total				6,940.00			-			23,986.00			
		Disburse from CCDP2				6,940.00			-			17,046.00			23,986.00
22	Female C/S councilors forum	Expend for this training	Ls	1	25,000	25,000									
		Total by level				25,000.00			-			-			
		Sub-total				25,000.00			-			25,000.00			
		Disburse from GTZ				25,000.00			-			-			25,000.00
23	Public forum	Expend for this forum	forum	1.00	190,000.00	190,000							200 forums will be conducted.		
		Sub-total				190,000.00			-			190,000.00			
		Disburse from CCDP2				190,000.00			-			-			190,000.00
24	CCWC forum	Expend for this forum	Ls	1.00	60,547.00	60,547									
		Sub-total				60,547.00			-			-			
		Disburse from UNICEF				60,547.00			-			-			60,547.00
25	Gender in decentralization	Expend for this training	Ls	1	29,000	29,000									
		Total by level				29,000.00			-			-			
		Sub-total				29,000.00			-			29,000.00			
		Disburse from CCDP2				29,000.00			-			-			29,000.00
26	Complaint investigation procedure	Expend for this training	Ls	1	6,846	6,846									
		Total by level				6,846.00			-			-			
		Sub-total				6,846.00			-			6,846.00			
		Disburse from PSDD				6,846.00			-			-			6,846.00
27	Monitoring and Reporting system	Expend for this forum	Ls	1.00	150,000.00	150,000									
		Sub-total				150,000.00			-			150,000.00			
		Disburse from PSDD				6,292.00			-			-			6,292.00

No	Subject	Description	Unit	National ToT			Provincial ToT			C/S training			Remarks
				# of unit	Unit cost	Total	# of unit	Unit cost	Total	# of unit	Unit cost	Total	
28	TV program	Production and broadcaste	forum	1.00	150,000.00	150,000							
		Sub-total		150,000.00									
		Disburse from CCDP2		150,000.00			-			-			150,000.00
29	Rado Program	Production and broadcaste	forum	1.00	55,000.00	55,000							
		Sub-total		55,000.00									
		Disburse from CCDP2		55,000.00			-			-			55,000.00
Grand total				1,012,213.00			135,493.50			856,095.00			2,003,801.50

Budget allocation by source of funding

Funding to support capacity building at C/S level	National ToT	Provincial ToT	C/S training	Total
PSDD	69,942.00	94,425.50	689,229.00	853,596.50
CCDP2	448,867.00	16,034.00	39,045.00	503,946.00
UNFPA	2,400.00	7,000.00	100,700.00	110,100.00
EU-UNDP/DDLG	35,000.00	2,000.00	5,000.00	42,000.00
GTZ	35,000.00	-	-	35,000.00
UNICEF	60,547.00	-	-	60,547.00
NRML	11,562.00	-	-	11,562.00
TSSLP	335,118.00	-	-	335,118.00
	13,777.00	16,034.00	22,121.00	51,932.00
Grand total	1,012,213.00	135,493.50	856,095.00	2,003,801.50

Appendix 2 : Summary NCDD Capacity Building Plan 2009

No	Topic	Participants	Days of training			Strategy	Estimated Budget (\$)		
			for C/P	Nat.	M/D/K		For C/P	Nat.	M/D/K
Capacity Building for Capital, Province, Municipality, District, Khan									
Training									
1	Orientation on sub-national administration management through D&D	All councilors, BoG, chief of adm, finance, and all unit chief of all sub national administration.	3	3	3	Direct training for capital and provincial administration. Casecade training for municipality, district and khan administration.	93,054	9,556	24,760
2	C/P Development Plan and C/P 3- year Rolling Investment Program	All councilors, BoG, chief of adm, finance, and all unit chief of Capital and Provincial administration.	3			Direct training for capital and provincial administration.	103,870		
3	M/D/K Development Plan and M/D/K 3-year Rolling Investment Program	All councilors, BoG, chief of adm, finance, and all unit chief of Municipality, District and Khan administration.		3	3	Casecade training (National ToT, and then direct training for M/D/K level)		11,654	24,387
4	Sub national Financial Management System	All councilors, BoG, chief of adm, finance, and all unit chief of all sub national administration.	3	3	3	Direct training for capital and provincial administration. Casecade training for municipality, district and khan administration.	103,840	11,654	24,387
5	D/K Project Implementation	All Councilors and BoG at District and Khan level.		3	3	Casecade training (National ToT, and then direct training for M/D/K level)		6,950	
6	Training for C/S supported Organization at district level	All Councilors and BoG at District and Khan level.				Inter C/S cooperation project will discuss with Education and Capacity building Office and relevance persons.		54,000	
Workshop									
1	Extension workshop on Organic Law	Around 779 senior government officials, 100 GDoLA officials, sub national government officials, and 100 participants from civil society will be invited to attend.		1		Direct from national level.		38,444	

No	Topic	Participants	Days of training			Strategy	Estimated Budget (\$)		
			for C/P	Nat.	M/D/K		For C/P	Nat.	M/D/K
Public Education									
1	Booklet Printing	All people will get benefit for this activities.				National level develop and print 28,770 booklets and distribute to all relevance institution at national and sub nation level.		29,570	
2	Poster Printing	All people will get benefit for this activities.				National level develop and print 27,130 sheets for each poster subject (total 3 subjects) and distribution to all relevance institution at national and sub nation level.		26,647	
3	Education Program through Radio	All people will get benefit for this activities.				Will contract with firm to develop and broadcast the message.		15,000	
4	Education Program through TV	All people will get benefit for this activities.				Will contract with firm to develop and broadcast the message.		30,000	
Training for national level									
1	Training Skills	Officials from DoLA, PT and general department of local administration, MoI.		5		Direct training.		4,055	
2	Strengthening national trainer	National trainers		1		Direct training.		3,016	
Training course for all C/S councilors									
1	M&E on C/S project, admin and finance.	All C/S councilors, C/S clerks, and C/S M&E focal person	4	4	4	Cascaded (Nat., Prov., C/S)	16,292	19,172	120,626
2	C/S Project Implementation (PIM)	All CS councilors, and C/S clerks	3	3	3	Cascaded (Nat., Prov., C/S)	19,655	17,394	108,665
3	Leadership for C/S councilors	All CS councilors, and C/S clerks	3	3	3	Cascaded (Nat., Prov., C/S)	13,777	16,034	84,341
4	Facilitation and coordination skill	All CS councilors, and C/S clerks	3	3	3	Cascaded (Nat., Prov., C/S)	13,777	16,034	22,121
5	Small scale proposal writing	C/S chief, C/S Clerk,	3	3	3	Cascaded (Nat., Prov., C/S)		16,034	84,341
6	Refresher on C/S administration	All CS councilors, and C/S clerks		3	3	Cascaded (Province, C/S)		12,895	198,768
7	Refresher on CIP	All CS councilors, and C/S clerks		2	2	Cascaded (Province, C/S)		12,895	70,367
8	Refresher on C/S financial system	All CS councilors, and C/S clerks		2	2	Cascaded (Province, C/S)	13,777	16,034	22,121
Training course for targeted C/S of Projects									
1	Population, Reproductive health, Gender and youth Issues	C/S councilors, clerks and WCFP	2	2	1	Cascaded (Nat., Prov., C/S)	2,400	7,000	100,700
2	Guideline on the preparation and management of service projects	C/S councilors and clerks	1.5	1.5	1.5	Cascaded (Nat., Prov., C/S)	12,000	1,000	5,000

No	Topic	Participants	Days of training			Strategy	Estimated Budget (\$)		
			for C/P	Nat.	M/D/K		For C/P	Nat.	M/D/K
3	Guideline on the preparation and implementation of ICC project	C/S councilors and clerks	2	2		Cascaded (Nat., Prov)	23,000	1,000	
4	Concept on NRML	C/S councilors, clerks, PBC, and assistant				Cascaded (Nat., Prov., C/S)	11,562		
5	Guideline on community support fund	C/S councilors, clerks and related people		5	5	Cascaded (Province, C/S)		8,632	14,733
6	Admin and finance of TSSL project	C/S councilors, clerks and related people		3	3	Cascaded (Province, C/S)		3,870	6,337
7	Facilitation skill for project staff	CDS, CLFT, CF	2			Direct training	3,870		
8	Community Organizing	CDS, CLFT, CF	2			Direct training	3,870		
9	Household based planning	CDS, CLFT, CF	4			Direct training	7,318		
Workshop, Meeting, and Sharing Experiences									
1	National workshop on provincial accountability working group	Provincial governor, unit chief of Excom, SPPA	2			Direct from national level	9,236		
2	Lecture series for civil servants	Civil servants	3hrs			Direct from national level	5,000		
3	Lecture series for civil society	Civil society	3hrs			Direct from national level	5,000		
4	Sharing experiences among C/S councilors	C/S councilors					25,749		
5	C/S clerk evaluation	All C/S clerk		1			23,386		
6	Female C/S councilors forum	C/S female councilors				Assisted by WfP	25,000		
5	Local public forum	C/S councilors, village chief and public.	3hrs			Contracted with NICFEC	190,000		
6	CCWC forum	257 CCWC will be invited to forum				Forum will be conducted by WfP with coordination with MoI, PLAU and PDoWA	60,547		
Training for Provincial level									
1	Gender in Decentralization	DFT	3	3	3	Cascaded (Nat., Prov.)	29,000		
2	Procedure for investigation of complaint	Municipal and Provincial staff support Accountability Group	3			Direct from national level	6,846		
Public Education									
3	TV prorgam	Public				Contracted with Equal access	155,000		
4	Radio prorgam	Public				Contracted with Equal access	55,000		

Appendix 3 : Schedule NCDD Capacity Development 2009

Capacity development		Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Training for Capital, province, municipality, district and Khan level													
1	Orientation on Sub-national administration management through D&D												
	Document development and test training	■	■	■	■	■							
	National ToT				■	■	■	■					
	Training for target groups						■	■	■	■			
2	Development plan and 3-year rolling investment program for C/P												
	Document development and test training	■	■	■	■	■							
	Training								■	■			
3	Development plan and 3-year rolling investment program for M/D/K												
	Document development and test training	■	■	■	■	■	■						
	National ToT						■	■	■	■			
	Training for target groups								■	■	■		
4	Sub-national financial system management												
	Document development and testing			■	■	■	■	■	■				
	National ToT										■	■	
	Training for target groups										■	■	
5	District/Khan project implementation												
	Document development and testing					■	■	■	■	■	■		
	National ToT											■	■
	Training for target groups											■	■
6	Training for organization that support to C/S in District/Khan level												
	Training for target groups												
Workshop, Meeting and Forum													
1	Extension workshop on OL												
	Workshop	■	■	■	■	■	■	■	■	■	■	■	■
Public awareness													
1	Publishing booklets												
	Develop booklets contents	■	■										
	Printing and distribution		■	■									
2	Poster printing												
	Identify message/Develop contents			■	■								
	Printing and distribution				■	■							
3	Education program through radio												
	Produce and broadcasting		■	■	■	■	■	■	■	■	■	■	■
4	Education program through TV												
	Produce and broadcasting			■	■	■	■	■	■	■	■	■	■

Capacity development		Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Training for national level													
1	Facilitation and training skills												
	Training		■	■	■								
2	Pre and Post training review meeting												
	Meeting		■	■									■
Training for all communes/sangkats at commune/sangkat Level													
1	Monitoring and evaluation for project, administration and finance												
	Document development and test training	■	■	■									
	National ToT Training for communes and sangkats		■	■	■	■	■						
2	C/S project implementation												
	National ToT Training for communes and sangkats	■	■	■									
3	Leadership for S/C Councilors												
	Document development and test training			■	■	■							
	National ToT Training for communes and sangkats				■	■	■	■	■				
4	Proposal writing for small scale project												
	Document development and test training								■	■	■		
	National ToT Training for communes and sangkats									■	■	■	■
5	Refresher on C/S Administration	Depending on each provinces decide the available schedule											
6	Refresher on CIP	Depending on each provinces decide the available schedule											
7	Refresher on C/S finance management system	Depending on each provinces decide the available schedule											
8	Refresher on Civil Registration												
C/S training for C/S Target projects													
1	People issues reproduction health, gender and youth												
	National ToT	■	■	■	■	■							
	Provincial ToT Training for Communes and Sangkats	■	■	■	■	■							
2	Guideline on Services project preparation and management (ICC)												
	Training at National level	■	■	■									
	Training at Provincial level Training at Commune and Sangkat level		■	■	■								
3	Guideline on project preparation and management for inter C/S cooperation												
	Training at National level Training at Provincial level										■	■	■

Capacity development		Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
4	Concepts of natural resource management and community livelihoods												
	Prepare ToR and select Serve provides (Course 1)		■	■					■				
	National ToT (AT National level)			■	■				■	■			
	Training at Provincial and district level				■	■	■			■	■	■	
5	Guideline on community support fund												
	Document development	■											
	Training CDS, CLFT & CF		■	■	■								
	Training commune councilors and clerk			■									
6	Adminstration and finance for the project												
	Content and Document development				■								
	Training CDS, CLFT & CF					■	■						
	Training commune councilors and clerk					■	■	■					
	Training to target group						■	■	■				
7	Facilitation skill for project staff												
	Content and Document development							■	■				
	Training CDS, CLFT & CF								■	■	■		
8	Community Organizing												
	Content and Document development											■	■
	Training CDS, CLFT & CF											■	■
9	Participatory Rural Appraisal												
	Content and Document development	■											
	Training CDS, CLFT & CF		■	■									
Workshop Meeting and Exchange experiences													
1	Reflection workshop for AWG												
	Workshop			■	■								
2	Lecture serie for civil servants												
	Lecture	■	■	■	■	■	■	■	■	■	■	■	■
3	Lecture serie for civil society												
	Lecture	■	■	■	■	■	■	■	■	■	■	■	■
4	Sharing experiences among C/S councilors												
	Discussion and preparation								■	■			
	Process of sharing experiences									■	■		
5	C/S clerks evaluation												
	Preparation and testing					■	■						
	Evluation process						■	■					
6	Femal C/S councilors forums												
	Forum			■	■								

Capacity development		Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
7	Local public forum												
	Preparation	■	■	■	■	■							
	Forum			■	■	■	■	■	■	■	■	■	■
	Evaluation						■	■	■	■	■	■	■
8	CCWC forum												
	Forum	■	■	■	■	■	■	■	■	■	■	■	■
Training for Provincial level													
1	Gender in decentralization												
	Training at provincial level	■	■	■	■								
2	Training on procedure for investigation of the complaint												
	Workshop			■	■								
Public awareness about Commune/Sangkat													
1	Produce TV spots												
	Broadcast first 5 message	■	■	■	■	■	■						
	Produce TV spots for second 5 message	■	■	■	■	■	■	■	■	■	■	■	■
	Broadcast second 5 message						■	■	■	■	■	■	■
2	Produce radio program												
	Produce radio spots for 1 minute	■	■	■	■								
	Broadcast			■	■	■	■	■	■	■	■	■	■
	Produce radio short program 1hours 10 spots	■	■	■	■	■	■	■	■	■	■	■	■
	Produce radio direct dialoged program 30 minutes	■	■	■	■	■	■	■	■	■	■	■	■
	Provide training 2 course to radio staff		■	■	■								