

# 2. RILGP MANAGEMENT STRUCTURE AND ROLES AND RESPONSIBILITIES

## RILGP MANAGEMENT STRUCTURE

In the interest of government ownership and sustainability, the RILGP will work within existing government institutions and structures, and no project-specific entities will be created for RILGP implementation. Rather, the project will be implemented within the institutional arrangements of the National Seila Program, which at the provincial level employ the institutional structures mandated through the *Prakas on Establishment of Structure, Roles and Responsibilities of the Provincial/Municipal Rural Development Committee of the Seila Program*, and at the commune-level have been integrated into the institutional structures which have emerged from the recent decentralization reforms.

The institutional structures employed by the Seila Program comprise the following levels:

- Seila Task Force (STF) and the Seila Task Force Secretariat (STFS) – National Level
- Provincial Rural Development Committee (PRDC)
- Commune/Sangkat Council (C/SC)
- Planning and Budgeting Committee of the C/SC (PBC).

At the national level, the Seila Program is coordinated by the Seila Task Force (STF), an inter-ministerial task force which mandate is established through the *Sub-Decree on Establishment and Operations of Seila Task Force* (No. 57 ANKR.BK dated 28 June 2001). STF is chaired by the Senior Minister of Economy and Finance and comprises representatives of key ministries, including: Interior; Women's and Veteran's Affairs; Water Resources and Meteorology; Agriculture Fisheries and Forestry; Rural Development; Planning and the Council for Administration Reform. Member ministries of the Seila Task Force have Ministerial Focal Points within their Ministries to facilitate and assist the work of the STF Members. The STF is responsible for oversight of the Seila Program, including policy design, resource mobilization and monitoring. STF is supported by a Technical Secretariat (STFS) housed in the Council for Development of Cambodia, managed by a Secretary General and a Deputy and, because it is viewed as a transitional institution, staffed by secondments from other Ministries and institutions.

The STFS is responsible for execution of the Seila Program, and is charged with managing the implementation of both components of the RILGP. Through at least 2005, STFS will receive significant support to execute its functions from PLG in the form of six to seven expatriate advisors.

In relation to the 3 safeguard policies namely: RILGP Framework for Land Acquisition Policy and Procedures; RILGP Environmental Analysis & Sub-project Review Procedures and the RILGP Highland Peoples Development Plan, the STFS will ensure that these are publicly disclosed in both English and Khmer. The STFS will also ensure that these safeguard policies are implemented and training is provided in accordance with the implementation procedures provided in the RILGP Implementation Manual. Detailed monitoring procedures and roles and responsibilities is described in section 8 of this manual.

STFS has two units:

- Program Operations Unit (POU), responsible for overseeing program execution functions, is divided into three offices: (i) Contract Administration Office (CAO); (ii) Financial Administration Office (FAO); and (iii) Training and Extension Office. The POU in STFS will serve as the implementation unit for the proposed RILGP.
- Policy Monitoring and Evaluation Unit (PMEU), is divided into three offices; (i) the Policy and System Office (PSO), responsible for development and dissemination of policy lessons, decentralization and deconcentration policy analysis and systems development; (ii) Monitoring and Evaluation Office (MEO), responsible for overall monitoring and evaluation of the Seila Program; and (iii) Information and Public Relations Office (IPRO). The PMEU in STFS will take the lead on key policy and M&E aspects of RILGP, as well as coordinate disclosure of key RILGP documents.

For Component 1, Local Planning and Investment, the main implementing entity at the commune level will be the newly elected Commune/Sangkat Councils (C/SC), which under the *Law on the Administration and Management of the Commune/Sangkat*, are empowered to maintain public order and security, manage public services, enhance public welfare, and promote development, as well as manage commune finances. The first C/SC were elected to a five-year mandate in February 2002, and are comprised of five to eleven members depending on the population of the commune. Candidates for the C/SC stand for election on a proportional representation and party list basis, such that more than one party can be represented. The commune/sangkat chief is the individual who receives the most votes on the majority-party list. If one party carried the entire council, the first and second deputies are those individuals from that party with the second and third highest number of votes. If candidates of more than one party receive sufficient votes, specific rules are followed to select deputies from the candidate list of the other party.

While territorial villages have no direct representation on the C/SC, Article 27 in the *Law on the Administration and Management of Commune/Sangkat*, allows several avenues for village-level representation and participation in the commune development planning process. The most extensive of these is through the establishment of a Planning and Budgeting Committee (PBC), which is responsible to assist the commune chief to conduct the commune development planning process and to draft the Commune Development Plan, Commune Investment Plan and commune budget. The *Inter-Ministerial Prakas on Commune/Sangkat Development Planning* dated 7 February 2002, and the subsequent amendment to Article 29 of the same Prakas, define the composition of the PBC to include the commune chief as chair and the commune clerk as secretary, as well as members including: three representatives from the elected C/SC selected by the chair; 2-4 village residents including both genders selected by the chair; and two representatives, one of each gender, selected by the C/SC from the Village Authority or, for villages with Village Development Committees (VDC), one representative each from the Village Authority and the VDC consisting of a man and a woman. VDCs are formed through an informal electoral process at the village level conducted in accordance with the procedures outlined by the Ministry of Rural Development, which allows anyone in the village to stand for election, and guarantees that some of the elected VDC members must be women.

At the provincial level, under the recent decentralization reforms through the *Prakas on Delegation of Powers to Provincial/Municipal Governors in Support of Commune/Sangkat Councils*, the Provincial Governor is responsible for mobilizing and coordinating provincial departments of line ministries and provincial offices to support and supervise the C/SC. More specifically, the Provincial Governor is responsible to establish a development planning and support system through provincial department and provincial office staff. This includes:

- Department of Planning (PDOP) which is responsible to conduct a technical review of CDPs; provide the C/SC with methodological guidance on the planning process; train planning trainers (who include provincial and district facilitation teams (PFT and DFT)) and councilors, commune clerks and NGOs; and provide technical oversight of training;
- Office of Local Administration (POLA), which under the decentralization regulatory framework is the single interface to the C/SC in all contacts with provincial administration, is responsible to instruct C/SC on compliance with planning (and other) regulations, and assist C/SC in preparation, implementation and monitoring of CDP. The PFT and DFT, under the Seila Program, will be managed by the POLA Director and will provide training and facilitation support to the commune planning and implementation process, as well as facilitate the communication between C/SC and Provincial/Municipal authorities.
- Department of Rural Development (PDRD) which is responsible to provide technical assistance to C/SC on formulation and implementation of sub-projects. The Technical Support Staff (TSS) under Seila are managed by the Director of PDRD and provide C/SC with technical advise on sub-project preparation, supervise bidding processes, and certify works carried out under contract to the C/SC.
- Department of Economy and Finance (PDEF) will be involved with the PT staff in providing training to C/SC in the Commune Fund financial management procedures.
- Provincial Treasury (PT) will be responsible for performing accounting functions as well as cashier functions for the C/SC in the management of the C/SF.

Under the earlier phase of the Seila Program, similar types of support to the commune level had been provided through the Provincial Rural Development Committee (PRDC) and its Executive Committee (ExCom), both chaired by the Provincial Governor. However, given the upcoming deconcentration reforms, the status and composition of the PRDC and its ExCom are not clear at present. In future, the new *Organic Law on Deconcentration* will define the structure and function of the provincial and district administration, including the PRDC. In the interim, a recent instruction from the Seila Task Force, *Prakas on Establishment of Structure, Roles and Responsibilities of the Provincial/Municipal Rural Development Committee of the Seila Program* (No. 292 STF dated 8 November 2002), provides sufficient clarity of the PRDC structure and function for implementation of the RILGP.

The PRDC Executive Committee, which is charged to conduct the day-to-day work of the PRDC, is chaired by the Provincial Governor, with the Deputy Governor as the 1st Deputy Chair and the Director of the Provincial Department of Rural Development as the 2nd Deputy Chair. The membership of the PRDC comprises: (i) the Directors of the Provincial

Department of Planning, Economy and Finance, Agriculture, Forestry and Fisheries, Water Resources and Meteorology, Women's and Veterans' Affairs, and Treasury; and (ii) the Chief of the Unit of Local Administration.

Four management units are established under the PRDC Executive Committee as follows:

- Contracts Administration Unit, supervised by PDOP, including two key areas of responsibility: (i) contracts administration, and (ii) monitoring and evaluation, and information;
- Local Administration Unit, supervised by POLA, including three key areas of responsibility: (i) administration, (ii) local capacity building, and (iii) monitoring and evaluation, and information for the C/SC;
- Technical Support Unit, managed by the Director of PDRD, includes three main areas of responsibility: (i) assist the C/SC to carry out sub-project feasibility studies, prepare designs, estimate costs and prepare sub-project proposals for inclusion in C/SC Development Plans and Budgets, (ii) assist the C/SC to manage competitive bidding, award contracts, monitor and supervise implementation of sub-project activities and certify quantities and quality of works implemented by contractors, and (iii) provide technical advice to the Provincial/Municipal Governor and the PRDC Executive Committee on matters related to implementation of sub-projects by the C/SC; and
- Finance Unit, managed by the Director of PDEF as chief and the Chief of Provincial Treasury as deputy chief, including two key areas of responsibility: (i) provincial/municipal finance tasks, and (ii) C/S Fund tasks.

On the following pages the Prakas 292 for the Seila structure in the provinces is provided.



Kingdom of Cambodia  
Nation Religion King

Phnom Penh, 08 November 2002

Royal Government  
Seila Task Force  
No: 292 STF

## PRAKAS

### on Establishment of Structure, Roles and Responsibilities of the Provincial/Municipal Rural Development Committee of the Seila Program

#### The Seila Task Force

- Having seen the Constitution of the Kingdom of Cambodia.
- Having seen the Royal Decree No. SN/RKT/1198/72 dated 30 November 1998 on the appointment of the Royal Government of Cambodia.
- Having seen the Royal Decree No. 02/SN/94 dated 20 July 1994 promulgating the establishment and operation of the Council of Ministers.
- Having seen the Royal Decree No. SN/RKT/0301/05 dated 19 March 2001 promulgating the Law on Administration and Management of Commune/Sangkat.
- Having seen Decree No. SN/RKT/0501/175 dated 18 May 2001 on the establishment of the National Committee to Support Commune Sangkat.
- Having seen the Sub-Decree No. 57 ANKR.BK dated 28 June 2001 on the establishment and operations of the Seila Task Force.
- Pursuant to the meeting minutes of the Seila Ministry Working Group dated 06 September 2002.
- Pursuant to the required tasks of the Seila Task Force.

It is hereby decided

Article 1: Establish the Provincial/Municipal Rural Development Committee to manage the Seila Program at Provincial/Municipal level. The Provincial/Municipal Rural Development Committee consists of the following members:

1 Governor	Chair
2 Deputy Governor	1 <sup>st</sup> Deputy Chair
3 Director, Department of Rural Development	2 <sup>nd</sup> Deputy Chair
4 Director, Department of Planning	Permanent Member
5 Directors, Technical Departments	Members

## 6 Chiefs, District/Khan

## Members

The Chairman of the Provincial/Municipal Rural Development Committee shall invite members of the Provincial/Municipal Rural Development Committee, representatives of development agencies and observers to the meeting as scheduled.

Article 2: The Provincial/Municipal Rural Development Committee has the following roles and responsibilities:

1. Review the indicative planning figures and approve Provincial/Municipal development plans;
2. Review and sign the annual work plan and budget in accordance with guidelines and national criteria and submit to the Seila Task Force for approval;
3. Approve the sector allocation and program support budgets in accordance with the Seila workplan and budget;
4. Promote and support effective collaboration between government institutions, the private sectors, civil society and national/international development agencies in the planning and management of the Provincial/Municipal development;
5. Support the implementation of decentralization and deconcentration and other policies in accordance with national level guidance;
6. Mainstream gender and natural resource and environment strategies within the development plans of the Seila Program.
7. Review and endorse progress reports on the implementation of the annual work plan and budget and submit to the Seila Task Force.

Article 3: To execute the annual work plan and budget, the Provincial/Municipal Rural Development Committee shall establish the Executive Committee to assist its day-to-day work. This Executive Committee consists of the following members:

1 Governor	Chair
2 Deputy Governor	1 <sup>st</sup> Deputy Chair
3 Director, Department of Rural Development	2 <sup>nd</sup> Deputy Chair
4 Director, Department of Planning	Member
5 Director, Department of Economy and Finance	Member
6 Director, Department of Agriculture, Forestry and Fisheries	Member
7 Director, Department of Water Resources and Meteorology	Member
8 Director, Department of Women's and Veterans Affairs	Member
9 Director, Provincial Treasury	Member
10 Chief, Unit of Local Administration	Member

The Chair of Executive Committee has the right to appoint any member of the Executive Committee as Permanent Member. In accordance with the work requirements, the Chair of Executive Committee can appoint additional Directors from other Departments as members of the Executive Committee. Whenever necessary, the Chair of the Executive Committee can invite Directors from concerned technical Departments, representatives of development agencies and the private sector to the meetings. The Executive Committee shall use the stamp of the Provincial/Municipal Rural Development Committee. This stamp shall be maintained under responsibility of the Permanent Member. The Executive Committee shall establish internal rules on its working process in accordance with the roles and responsibilities stated below.

Article 4: The Executive Committee of Provincial/Municipality Rural Development has the following roles and responsibilities:

1. Propose the allocation guideline for formulating sector work plans and budgets and program support budgets in accordance with the resources available from the Seila Program and other sources;
2. Appraise the annual work plan and budget consolidated by the Department of Planning and forward to the Provincial/Municipal Rural Development Committee for review and approval;
3. Enter into contract agreements with implementing agencies, after the work plan and budgets are approved, in accordance with the guidelines, formats and procedures of contract preparation;
4. Appraise the draft contracts submitted by implementing agencies and provide recommendations to the Provincial/Municipal Rural Development Committee for approval in accordance with contract appraisal guidelines;
5. Manage the Imprest and other Special Accounts, authorized by the Ministry of Economy and Finance, to finance the annual work plan and budget in accordance with regulations and guidelines;
6. Effectively manage, monitor and conduct regular auditing of the financial system and provide payments against approved contracts in accordance with the financial manual/guidelines of the Ministry of Economy and Finance;
7. Monitor and evaluate the program in accordance with guidelines and procedures in order to promote effectiveness and support the formulation of national policies;
8. Produce periodic financial and progress reports, in accordance with the Seila's formats and reporting systems, and submit to the Seila Task Force;

9. Share information on planning, contracting and implementation systems and procedures with line departments and development agencies to support the effective implementation of Provincial/Municipal development;
10. Effectively implement all established policies and administrative and personnel procedures;
11. Manage and recruit sufficient staff to effectively serve the four units of the Executive Committee, in accordance with the scope of work and the assigned roles and responsibilities;
12. Promote and support effective collaboration between government institutions, the private sector, civil society and national/international development agencies in the planning, financing and implementation of Provincial/Municipal development;
13. Implement gender and natural resource and environment mainstreaming strategies and monitor and evaluate the implementation of those strategies;
14. Conduct regular Executive Committee meetings to review and discuss progress, identify operational constraints, resolve problems and ensure efficiency and effectiveness of program implementation;
15. Authorize the Permanent Member of the Executive Committee to approve expenditures less than US \$1,000 in accordance with financial management procedures.

Article 5: The Permanent Member of the Executive Committee shall perform the following duties on behalf of the Executive Committee:

1. Prepare agendas, invitation letters and minutes for the Executive Committee meetings;
2. Review incoming and outgoing correspondence, ensure timely distribution to appropriate Executive Committee Units and the Governor for action, and maintain an efficient filing system;
3. Facilitate exchange of information between the Provincial/Municipal Rural Development Committee and the Executive Committee units, line departments and other agencies;
4. Approve expenditures less than US\$1,000 under delegated authority from the Chair of the Executive Committee and in accordance with financial guidelines and procedures;
5. Perform other duties as requested by the Chair of the Executive Committee.

Article 6: The Executive Committee shall establish four management units to fulfill its executive responsibilities in implementing the annual work plan and budget. The four management units of the Executive Committee are as follows:

1. Contract Administration Unit (CAU)
2. Local Administration Unit (LAU)
3. Technical Support Unit (TSU)
4. Finance Unit (FU)

Article 7: The Contract Administration Unit (CAU) is under the overall supervision of the Provincial/Municipal Planning Department. This Unit is managed by a Chief and a Deputy Chief. The Chief is responsible for overall management of the Unit and is specifically in charge of contract administration tasks. The Deputy Chief shall assist the Unit Chief in monitoring, evaluation and information tasks. The CAU has the following overall responsibilities:

1. Assist the Executive Committee in finalizing the annual work plan and budget, aggregating draft contract proposals submitted by implementing entities and the draft Executive Committee work plan and budget for program support in accordance with the approved formats.
2. Following approval of the annual work plan and budget, perform the initial review of contracts and amendments prior to submission to the Executive Committee for appraisal and approval;
3. Following approval of implementation contracts ensure that they are effectively administered;
4. Ensure regular monitoring and evaluation of the annual work plan and budget and prepare progress reports for the Executive Committee;
5. Manage the Executive Committee's inventory, personnel contracts and bidding and procurement activities.

#### Contract Administration.

1. Review the draft annual workplan and budget and contract proposals before submitting to the Executive Committee for final review and decisions.
2. Coordinate with implementing agencies to ensure the timely processing of contracts;
3. Coordinate with the Finance Unit, the Local Administration Unit, the Technical Support Unit and Office of Provincial/Municipal Treasury to ensure a smooth flow of information between Units regarding contract implementation;

4. Ensure that line departments and implementing agencies report regularly on contract implementation;
5. Review the progress and final reports submitted by implementing agencies within the Province/Municipality;
6. Maintain a filing system for the safekeeping of all data and contract documents between the Executive Committee and implementing agencies;
7. Manage all bidding and procurement activities of the Executive Committee;
8. Prepare the personnel contracts and maintain all personnel records of the respective staff of the Executive Committee;
9. Update and maintain the Executive Committee's inventory of Seila property and equipment;
10. Manage the transportation fleet ensuring appropriate maintenance, fuel distribution and implement loan agreements on the use of all vehicles and motorcycles;
11. Manage the Executive Committee's building including security, electricity, water supply, cleaning and maintenance of the office.

#### Monitoring, Evaluation and Information.

1. Assist the Executive Committee in the monitoring and evaluation of the annual work plan and budget in accordance with procedures and principles of the Seila Program.
2. Provide support and training to relevant staff of Provincial/Municipal Departments in monitoring and evaluation of implementation contracts.
3. Prepare progress reports on a quarterly and annual basis and specific donor reports as necessary and submit to the Executive Committee for review and endorsement in accordance with reporting guidelines and procedures;
4. Coordinate with the Local Administration Unit to ensure consistency between the monitoring and evaluation system at commune/sangkat level and the provincial monitoring and evaluation system.
5. Develop a workplan and schedule for monitoring and evaluating contract implementation in accordance with criteria approved by the Executive Committee;

6. Collect and document information on lessons learned within the Seila Program including case studies and special research;
7. In collaboration with LAU develop simple information materials that can be understood by villagers to promote understanding of decentralization principles and local awareness of Commune/Sangkat plans and activities;
8. Produce and distribute the Provincial/Municipal development newsletters;
9. Coordinate with the Provincial/Municipal Information Department on the dissemination of information through radio, TV and print media;
10. Maintain the Executive Committee's Resource Library consisting of documents, data and information materials received from national and Provincial/Municipal institutions, IOs/NGOs and other development agencies;

Article 8: The Local Administration Unit (LAU) is under the supervision of the Provincial/Municipal Office of Local Administration. This Unit is managed by a Chief and a Deputy Chief. The Chief is responsible for overall management of the Unit and is specifically in charge of capacity building tasks. The Deputy Chief shall assist the Unit Chief in the management of the Provincial/Municipal and District/Khan Facilitation Teams and in monitoring and evaluation at Commune/Sangkat level. This Unit consists of Provincial/Municipal and District/Khan Facilitation Teams who are responsible for providing support services to Commune/Sangkat Councils and to facilitate the communication between Commune/Sangkat Councils and Provincial/Municipal authorities.

The LAU has the following roles and responsibilities:

1. Coordinate the implementation of training programs for capacity building of Commune/Sangkat Councils;
2. Monitor and evaluate the performance and capacity of Commune/Sangkat Councils in implementation of the regulatory framework, managing the administration of the Commune/Sangkat and promoting socio-economic development of the Commune/Sangkat;
3. Promote effective collaboration and partnership between Commune/Sangkat Councils and Provincial Departments, international and national agencies and the private sector;
4. Maintain databases and prepare reports for submission through the Executive Committee and Governor to the appropriate national authorities.
5. Maintain and file all documents of the Local Administration Unit.

6. Conduct regular meetings with Facilitation Teams to review progress, identify strengths and weaknesses and resolve problems.

#### Capacity Building.

1. Prepare training needs assessments and design training plans to strengthen both the capacity of the Provincial/Municipal and District/Khan Facilitation Teams and the capacity of the Commune/Sangkat Councils;
2. Facilitate the preparation and oversee the implementation of the facilitation teams work plans;
3. Monitor and evaluate the performance of the Provincial/Municipal Facilitation Teams and the District/Khan Facilitation Teams;
4. Disseminate regulations, sub-decrees, guidelines, procedures and instructions related to Commune/Sangkat Councils, to the Provincial/Municipal and the District/Khan Facilitation Teams;
5. Conduct training for the Provincial/Municipal and the District/Khan Facilitation Teams in the monitoring, evaluation and reporting system for Commune/Sangkat Councils and coordinate the provision of training to the Commune/Sangkat Councils and Commune/Sangkat Clerks;
6. Collaborate with the Department of Planning to provide training to the Provincial/Municipal, District/Khan Facilitation Teams in the procedures and Commune/Sangkat Planning System and in the delivery of further training to the Commune/Sangkat Councils and Commune/Sangkat Clerks;
7. Collaborate with the Department of Economy and Finance and the Provincial Treasury to provide training to the Provincial/Municipal, District/Khan Facilitation Teams in the procedures and Commune/Sangkat Finance System and in the delivery of further training to the Commune/Sangkat Councils and Commune/Sangkat Clerks;
8. Provide training to the Provincial/Municipal, District/Khan Facilitation Teams, and Commune/Sangkat Clerks in all administrative procedures so that they can provide further training and support to Commune/Sangkat Councils.
9. Provide other skills training to the Provincial/Municipal and District/Khan Facilitation Teams as required.
10. Promote good collaboration and communication between Facilitation Teams, Technical Departments within the Province/Municipality, IOs/NGOs and the private sector in support to Commune/Sangkat Council capacity building and development.

## Monitoring, Evaluation and Information of Commune/Sangkat Councils

1. Oversee the implementation of monitoring and evaluation of Commune/Sangkat Councils in accordance with approved guidelines from the Ministry of Interior;
2. In collaboration with the Finance Unit and the Technical Support Unit, maintain the Commune/Sangkat Contract Database in accordance with the approved users manual and prepare regular database progress reports on Commune/Sangkat Contract implementation for submission to the Executive Committee and the Provincial/Municipal Governor.
3. Maintain other monitoring databases and prepare aggregated reports for submission through the Executive Committee to the national authorities in accordance with agreed formats;
4. Assist the Commune/Sangkat Councils in the implementation of monitoring and evaluation at the local level;
5. Conduct evaluation meetings on the implementation of the work program and identify weaknesses in the implementation of the decentralized regulatory framework.

Article 9: The Technical Support Unit (TSU) is under the supervision of the Provincial/Municipal Department of Rural Development. This Unit consists of a Chief and a Deputy Chief who is responsible for the technical aspects. The roles and responsibilities of the Technical Support Unit are as follows:

1. Assist the Commune/Sangkat Councils to carry out project feasibility studies, prepare designs, estimate costs and prepare project proposals for inclusion in Commune/Sangkat Council Development Plans and Budgets;
2. Following approval of Commune/Sangkat Council Development Plans and Budgets, assist the Commune/Sangkat Councils to manage competitive bidding, procure contracts, monitor and supervise implementation of investment activities and certify quantities and quality of works implemented by contractors;
3. Provide Technical Advice to the Provincial/Municipal Governor and the Executive Committee on matters related to implementation of investment activities by the Commune/Sangkat Councils by:
  - Maintain an updated list of current prices of construction materials, labor and machine rates;
  - Maintain an updated list of pre-qualified contractors who have the right to bid on Commune/Sangkat Council projects;

- Monitor the process of bidding carried out by Commune/Sangkat Councils to ensure guidelines and procedures are properly followed;
4. Conduct data collection and maintain data on infrastructure projects.
  5. At the request of other departments and agencies, provide technical support services to rural infrastructure projects related to the design, cost estimates, supervision and certification of quantities and quality of works implemented by contractors.

Article 10: The Finance Unit is under the supervision of the Provincial/Municipal Department of Economy and Finance and the Provincial/Municipal Treasury. This Unit shall have a Chief and a Deputy Chief. The Finance Unit Chief is the Director of the Provincial/Municipal Department of Economy and Finance and the Deputy Chief is the Chief of Provincial/Municipal Treasury. The Finance Unit timely and effectively provides financial services to the Governor, the Executive Committee, Technical Departments, implementing agencies and Commune/Sangkat Councils in accordance with financial manuals and procedures authorized by the national authorities. The Finance Unit has the following roles and responsibilities:

1. Assist the Provincial/Municipal Governor to establish and manage bank accounts authorized by the Ministry of Economy and Finance through specific financial agreements;
2. Assist the Provincial/Municipal Governor and the Executive Committee in the formulation and review of work plans and budgets of the Executive Committee, according to the allocation from the Royal Government and/or Donor Agencies prior to submission to the National level.
3. Manage the receipts, payments, accounting, financial reporting and other requests for replenishment for all funds assigned to the Provincial/Municipal Rural Development Committee and managed by the Executive Committee;
4. Provide guidance and capacity building on financial procedures to implementing agencies and the Executive Committee Units;
5. Monitor and evaluate the efficiency of the financial management systems and formulate recommendations on improvements for submission to national level;
6. Facilitate the work of internal and external auditors.

#### Provincial/Municipal Finance Tasks.

The Provincial/Municipal Department of Economy and Finance shall assist the Executive Committee as follows:

1. Prepare and review the work plan and budget of the Executive Committee to ensure the consistency between budget allocations and overall resources received by the Province/Municipality from various sources.
2. Following approval of the provincial/municipal work plan and budget, assist the Contract Administration Unit to ensure that financial information and budgets are properly reflected in the contract document in accordance with agreed formats and that the budget is consistent with the approved allocation;
3. Ensure proper cash management of all resources allocated to the Executive Committee, the timely preparation of requests for replenishments and the safe keeping all accounting documents.
4. Review all payment requests submitted by implementing agencies and execute payments based on proper certification and approval;
5. Manage the Executive Committee Petty Cash;
6. Monitor the daily Executive Committee cash position and ensure that the cash flow plan is regularly updated;
7. Maintain the relationship with the provincial bank and the provincial treasury and ensure proper reconciliation of accounts;
8. Ensure that accounting procedures as specified in the relevant Financial Systems Manuals are properly carried out.
9. Implement the Seila Financial System with efficiency and transparency and proposing improvements to the systems for review in periodic meetings or workshops.
10. Provide guiding principles and training to the finance staff of implementing departments on financial rules and procedures pertaining to contract implementation.
11. Submit regular financial reports on budget implementation to the Executive Committee based on reports received from various sources.

The Commune/Sangkat Fund Tasks.

The Provincial/Municipal Treasury shall assist the Executive Committee as follows:

1. Manage Commune/Sangkat Fund receipts and revenues collected within the Commune/Sangkat;

2. Execute payment orders issued by the Commune/Sangkat Chief after reviewing supporting documents and budget availability.
3. Maintain the Commune/Sangkat accounts in accordance with national regulations.
4. Implement the Commune/Sangkat Accounting and Finance System in accordance with the Commune/Sangkat Financial Management System.
5. Prepare periodic financial reports for submission to the Provincial/Municipal Governor, the Executive Committee, the Director of Department of Economy and Finance.
6. Safe keep and maintain a filing system including all documents, transactions, accounting records and inventory lists of the Commune/Sangkat in accordance with guidelines issued by the national level.

Article 11: To assist the Executive Committee to effectively implement the gender mainstreaming strategy, the Department of Women's and Veterans Affairs shall have the following roles and responsibilities:

1. Prepare mechanisms and mainstreaming strategies to ensure that gender issues are incorporated into the Provincial/Municipal work plan and budget and into the Commune/Sangkat development plans and further monitor the implementation of those plans from a gender perspective.
2. Provide advice on gender mainstreaming in relation to overall management guidelines, procedures and criteria and ensure that reports and formats adequately reflect gender.
3. Provide advice on gender mainstreaming in the formulation of policies.
4. Promote dialogue on gender mainstreaming within the Executive Committee and the Provincial/Municipal Rural Development Committee meetings.
5. Promote gender equity in the staff recruitment process.

Article 12: Prakas No. 048 STF dated 13 March 2002 on the establishment of the structure, roles and responsibilities of the Provincial/Municipal Rural Development Committee of Seila Program in support to Commune/Sangkat Councils during the Transition Period and Prakas No. 089 STF dated 03 May 2002 on the establishment of structure, roles and responsibilities of the Provincial Rural Development Committee of Seila Program for Kampong Speu, Kampong Chhnang, Kratie, Svay Rieng and Preah Vihear and any other Seila Task Force's regulations set forth against this Prakas shall be abrogated.

Article 13: The Ministry-members of the Seila Task Force, the Seila Task Force Secretariat, the Seila Ministry Focal Point Working Group, the Provincial/Municipal Rural

Development Committees and other concerned Institutions shall be responsible for implementing this Prakas.

**Keat Chhon**

Senior Minister, Minister of Economy and Finance  
First Deputy Chairman of the CDC  
Chairman of the Seila Task Force

Copy:

- The Cabinet of the Prime Minister.
- The Council of Ministers
- The members of the Seila Task Force
- The Provincial/Municipal Rural Development Committees