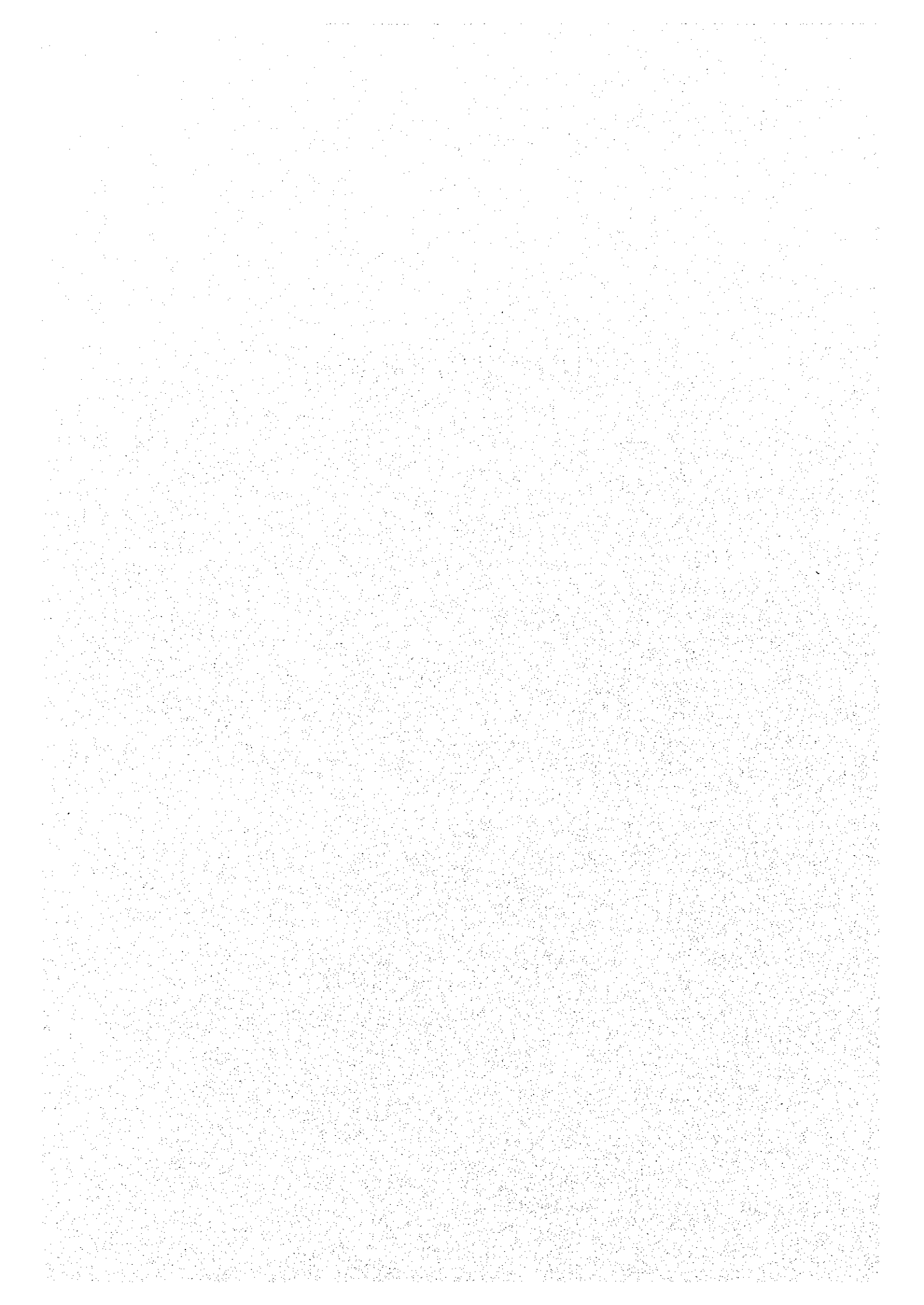
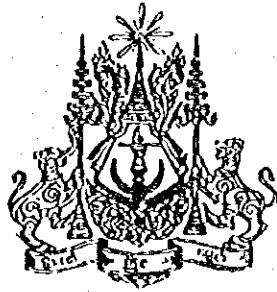


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SEILA プログラム関連資料





KINGDOM OF CAMBODIA
Nation Religion King



Royal Government of Cambodia

SEILA PROGRAMME

January, 1999

The SEILA Programme of the Royal Government of Cambodia

Submitted for consideration at the 3rd Consultative Group Meeting for Cambodia
25-26 February 1999, Tokyo, Japan

Summary: A gradual decentralization of the Royal Government of Cambodia's administrative and development structures is a priority in order to achieve the ambitious goals of the 1996-2000 Socio-economic Development Plan and the second-term Political Programme. Since 1996, the Royal Government has been carefully formulating and testing a model of decentralized governance in twenty percent of the country with major technical and financial support from the United Nations and from a range of contributing donors. The Royal Government's initiative, known as the SEILA Programme, has successfully designed decentralized systems for the planning, financing and management of rural development through which over US\$26 million has been invested at the local level. Numerous evaluations carried out by institutions of the Royal Government and external donors over the past year have confirmed the positive impact that the SEILA decentralized model is having on local socio-economic conditions, grassroots participation and democracy, vertical and horizontal coordination within government, cost-effectiveness in service delivery and peace building in newly accessible areas affected by prolonged conflict. In 1999, the Royal Government intends to debate and further refine its longer-term policy on decentralization, particularly, in view of the commune elections scheduled for later this year. To support the SEILA Programme in the existing five provinces and expand the decentralized model to three additional provinces beginning in 2000, the Royal Government is seeking an additional US\$21 million in investment resources for the period 1999-2001.

I. THE SEILA EXPERIENCE: 1996-1998

1. OBJECTIVES

During its first three years of implementation, the overall objective of support to the SEILA Programme has been:

Through decentralized governance, to contribute to the alleviation of poverty and spread of peace in Cambodia by strengthening the bonds linking civil society to the structures of the State and empowering the Cambodian rural population to become fully participating members in the development process.

The immediate objectives of the programme have been to:

- Establish decentralized governance systems that plan, finance and manage development in a participatory and transparent manner;

and through the application of these systems to:

- Create a secure environment conducive to reconciliation between Government and communities; and strengthen government and non-government entities in providing essential basic services;

while evaluating the experience in order to:

- Benefit from lessons learned and inform national policy on decentralized development.

2. GEOGRAPHIC COVERAGE

The SEILA decentralized model is being applied to five provinces of the country: Banteay Meanchey, Battambang, Pursat, and Siem Reap in the northwest and Ratanakiri in the northeast with a combined population of over 2 million people, nearly 20% of the national population. Within the SEILA model, the commune, containing approximately 10 villages, is the primary target area for the decentralized approach as this is where democratically-elected, local governments will first emerge. Following an initial period of piloting the decentralized approach in target communes in 1996, the SEILA Programme has rapidly expanded in accordance with increased capacity, initiative and resources. In 1999, full application of the decentralized SEILA model is being carried out in 122 communes representing 1063 villages in 40 of the 46 total districts in these five provinces. The population of these areas is about 853,000 people or 30% of the total population of the five provinces.

The SEILA Programme of the Royal Government of Cambodia

3. DECENTRALIZED GOVERNANCE

3.1 MANAGEMENT STRUCTURE

SEILA has successfully established a functioning management structure from village to national level, which has clearly rationalized and defined institutional roles and responsibilities, horizontally and vertically between the various administrative levels. This consists of the Royal Government's Rural Development Structure (RDS) at sub-national level, where investment resources are planned and managed, and the SEILA Task Force at the national level where policy is formulated. The management structure, as outlined below, currently consists of over 8,500 civil servants and elected village representatives who have been the primary focus of major capacity building efforts.

- **Village Development Committees** are the foundation of the participatory development process within the RDS. VDCs are elected bodies which have the primary responsibility for planning and managing village development and are the focal points for interaction with other community-based organizations, pagoda committees, the communes, line departments, NGOs and other agencies, and funding sources.
- **Commune Development Committees** consist of elected VDC representatives and commune authorities who in late 1999 will be elected themselves. Communes are assigned annual investment budgets, manage the formulation of local investment plans, and oversee project implementation with the active participation of villagers. They represent the commune in discussions with line departments to plan the use of available resources for sector programmes within the locality.
- **District Development Committees** support the extension of the full range of government technical services from the district offices of provincial departments to the communes and the villagers in conformity with national policies and provincial plans.
- **Provincial Rural Development Committees** as chaired by Provincial Governors, serve as a provincial assembly for development, approve the development plans and programmes that fall within the mandate of the province, and monitor the implementation of the plans. The PRDC promotes and supports effective collaboration between the provincial institutions of the Royal Government and civil society, international and national development organizations, and the private sector. The PRDC Executive Committee is responsible for managing the execution of the annual SEILA Investment Plan currently averaging US\$1.5-2 million per year per province.
- **National SEILA Task Force** is an inter-ministerial body currently chaired by the Minister of Economy and Finance and has as members, senior government officials from the Ministries of Interior, Planning, Rural Development, Agriculture, and Women's Affairs. The SEILA Task Force (STF) is mandated by the Royal Government to formulate and authorize decentralization policies and systems within SEILA and to monitor and evaluate performance.

3.2 PLANNING SYSTEM

The SEILA planning system consists of the Local Planning Process (LPP) at the village and commune level, the integration of these local plans with those of provincial line departments, and the elaboration of annual Provincial Development Plans containing the Provincial Public Investment Programme. The LPP is the core of the SEILA programme. Through a participatory process facilitated by specially trained province and district government staff, VDCs and CDCs define the overall goal for their communities and identify the means to reach this goal. The process includes methods to gather data and raise awareness about poverty issues in the communities. More than 1,500 village plans and 150 commune plans have been formulated to date with continuous evaluation allowing for the process to be streamlined and made consistent with local capacities. The plans that emerge are later validated by the PRDC which then transfers funds to commune to support implementation (see below).

Commune plans are analyzed at the provincial level and then discussed between representatives of sectoral Ministries and CDC members at the district level in order to align service delivery with local priorities as expressed in the plans. The outcome is clarity on mutually beneficial changes in the plans at the provincial and commune level, and agreement on the specific support and responsibilities of the CDCs and the line departments for commune-level development activities in the coming year.

Provincial Development Plans (PDPs) present the overall vision, strategy, and annual investment plan for the development of the entire province. These build upon the Local Planning Process and the integration exercise and are formulated with the participation of international agencies and NGOs working in the provinces. The PDPs are submitted to the national level for formal validation. The annual SEILA investment resources envelope of US\$1.5-2 million per province is allocated in accordance with these approved plans. After three full cycles of provincial development planning, the quality and utility value of these plans in managing development has significantly improved.

3.3 FINANCE SYSTEM

At present, SEILA is the only development programme in the Kingdom of Cambodia under which 5 provinces can directly receive funding from donors for implementing investment projects. In SEILA, the commune and the province are the two primary levels of financing.

The Local Development Fund (LDF) consists of investment resources allocated to finance the commune plan. Based on transparent project selection criteria and a process of technical appraisal, CDCs receive funds from the province, sign contracts with the private sector or with village committees for project implementation, and then report on the use of funds to the PRDCs. As a condition, a percentage of the project costs must be mobilized within the communities. This local contribution to date averages to about 20% of the investment resources received from the LDF and in aggregate represents roughly US\$ 500,000 in local resources mobilized to support local plans.

Within the SEILA Investment Plan, investment resources are also assigned to provincial departments of sectoral Ministries for service delivery to the local level. The funds are received at the province level and utilized according to contract agreements signed between the donor, the PRDC and the counterpart institution. The implementing institution in turn may sub-contract with the private sector, NGOs, and CDCs for specific aspects of project implementation. The PRDCs and the line departments are responsible for reporting back to the donor on the use of the funds based on agreed formats and reporting schedules.

Between 1996 and 1998, over US\$27 million in investment resources have been programmed and implemented in this manner.

4. RECONCILIATION AND PEACE

Contributing to the spread of peace is a major aspect of the overall goal of the SEILA programme. Since the programme started in 1996, the decision by former Khmer Rouge leaders and soldiers to end their armed struggle and to pursue reconciliation with the Royal Government has presented a tremendous opportunity to help consolidate the peace. SEILA has responded with an initiative built on three major components:

- (i) Establishing dialogue between groups previously in conflict, including support for inter-community visits and exchanges, cultural activities, and raising of awareness on human rights;
- (ii) Addressing immediate rehabilitation needs, including de-mining of land, the provision of household kits, water collection points and agricultural supplies; and the repair and construction of schools, health centers, and rural access roads;
- (iii) Creating the Rural Development Structure in newly accessible areas, assisting with establishment of district and commune offices of the Royal Government, and providing governance training.

The PRDCs take the lead in managing programme implementation and mobilize line departments to survey affected areas and to provide basic services. The people in these areas welcome the opportunity to form local committees and begin the task of planning and managing their own development.

The Reconciliation Component of the SEILA programme is presently working in 226 villages with a population of 140,000 in the provinces of Banteay Meanchey, Battambang, and Siem Reap. Since 1997, SEILA has invested US\$3.5 million in these areas and has already made a major contribution to the momentum for peace, the building-up of trust, and the integration of areas and populations long inaccessible to the central government. With a complete cessation of hostilities in 1999, SEILA anticipates expanding the reconciliation programme pending the availability of funding.

5. POVERTY ALLEVIATION

While there is a high concentration within the SEILA Programme for formulating governance systems and capacity building, the decentralized model must be assessed in terms of impact on the rural poor. SEILA has supported the strengthening of cost-effective service delivery in the following primary sectors: agriculture, health, water and sanitation, education, and rural infrastructure. As noted above, line departments increasingly provide these services in response to needs articulated in the commune and village plans and with the participation of individuals identified in cooperation with the Commune and Village Development Committees. Detailed data gathered in the course of the Local Planning Process on the conditions and needs in the focus areas provide information for programme decisions and will enable impact assessment.

Since 1996, 285 projects valued at US\$ 24 million have been implemented by government and 1,100 projects valued at US\$ 3.4 million have been implemented by communes and villages.

The SEILA Programme of the Royal Government of Cambodia

The following are some achievements of the programme to date:

- 38,000 farmers trained and provided with agriculture extension services; rice yield increases have ranged from 28 to 60% compared with non-participating farmers;
- Through funding from ACLEDA, 12 district rural finance offices were established and US\$7.7 million in loans were provided to 40,000 clients, 95% of whom are women. ACLEDA operations are now self-financing.
- 35 health centers and provincial and district hospitals have been constructed, renovated, and/or re-equipped. Health staff were trained in provision of primary health care and health education to local communities.
- 1,780 wells and 1,000 latrines have been newly installed or rehabilitated in villages and schools. Community Water Use and Hygiene Education committees were formed.
- 7,500 adult learners, primarily women, have received literacy training
- 94 schools have been built and/or equipped, 166 schools renovated, and parent-teacher committees were formed.
- 536 kms. of rural roads and 104 kms of irrigation canals have been maintained through ILO.
- 841,000 square meters of land have been de-mined, clearing areas for agricultural production, transport and access to Reconciliation areas.

6. POLICY FORMULATION

The major emphasis of policy formulation has been to establish policies and agree on the procedures necessary to shift the SEILA programme from an experiment in decentralized development relying on substantial external technical/financial support within the framework of a UNDP project to a national model of decentralized development policy executed by the Royal Government of Cambodia. Through continuous evaluation and an intensive dialogue, the SEILA experience is beginning to impact on national level policy formulation. In 1999, the Royal Government expects to intensify and broaden discussions on decentralization and the SEILA approach within Government and with the International Donor Community. At the same time, detailed work plans have been formulated to prepare the Government to assume execution responsibility for SEILA from the UNDP in 2000 or 2001. The following achievements and policy issues raised by the experience to date are noted:

Decentralized Finance: The Ministry of Economy and Finance, with technical assistance from UNDP/CARERE, are finalizing the design of a decentralized finance system that is consistent with national procedures and regulations and the 1998 law granting limited fiscal autonomy to the provinces/cities. This system will enable inter-governmental fiscal transfers to be processed through the Ministry to a provincial imprest account in the name of the PRDC for financing SEILA Investment Plans. A Decentralized Development Fund (DDF) will soon be established at the national level for the management of domestic and external credits, grants and loans to the SEILA Programme. The system is expected to become operational in July 1999 and will be audited, evaluated and refined throughout the year. An audit review conducted by an international firm has confirmed that with minor refinements the financial system and procedures for the Local Development Fund at commune level is effective. The 1999 National Budget contains an allocation of 800 million Riels to the Local Development Fund in the five SEILA provinces which is both an expression of the Royal Government's commitment to decentralization and a further test of the decentralized finance system.

Decentralized Planning: Through collaboration between the Ministries of Planning and Rural Development, the Local Planning Process has been successfully established and tested and will be ready for expansion to new provinces in 2000. A socio-economic data base covering all villages in the five provinces will be functional by the 1st quarter of 1999. The Ministry of Planning is managing the further refinement of the SEILA provincial planning system, and the linkage between the provincial public investment planning and the national-level Public Investment Programme (PIP) will be pursued.

Decentralized Management: Detailed terms of reference for the SEILA management structure and job descriptions for key functions from village to national level have been functional for the past two years. These and some remaining institutional issues at national level must be further evaluated, elaborated and agreed upon between national institutions in early 1999. Personnel and administration policy and guidelines also require further refinement. Contract administration manuals, including procurement and bidding procedures, have been finalized and will be fully operational in 1999.

Decentralized Governance: In preparation for the upcoming commune elections planned for late 1999, the Ministry of Interior is drafting the law on commune administration with SEILA as a major base of experience. A detailed analysis of the rôle of the commune in SEILA has been carried out to ensure consistency with the positive experience to date in commune management.

II. FUTURE PLANS AND RESOURCE REQUIREMENTS

Considerable work in the above policy areas will have to be carried out by SEILA in 1999 to further refine decentralization policies. Broad consultations with, and technical assistance from, the International Donor Community will greatly assist these efforts. In this regard, an important strategic planning exercise is planned in March 1999 with support from Sweden/SIDA. The expectation is that by 2000 or 2001, subject to availability of resources, the Royal Government will be in a position to expand the decentralized model significantly. As a priority, financial contributions to the Decentralized Development Fund in support of the SEILA Programme are being sought by the Royal Government for the years 1999-2001. To date, the primary provider of technical support to the SEILA programme has been the UNDP/CARERE project, executed by UNOPS and scheduled to operate through 2000. The UN Capital Development Fund (UNCDF) introduced the concept and mechanism of the Local Development Fund, provided initial investment resources and continues to support the decentralization approach. Other collaborating international organizations include the ILO, WHO, UNICEF, FAO, WFP and a wide range of international/local NGOs. Major donors to the investment budget include Sweden/SIDA, the European Commission, Netherlands and the World Bank. IFAD is currently formulating a US\$8 million loan to SEILA for 2000-2004. The combined funding of the SEILA programme and the CARERE project to date has amounted to US\$54 million. In addition, the 1999 National Budget contains an allocation of 800 million Riels to the Local Development Fund in the five SEILA provinces.

FINANCIAL REQUIREMENTS FOR THE EXISTING 5 PROVINCES. Table 1 below provides indicative funding requirements for 1999-2001 in the existing five provinces, commitments to date and the shortfall of funding required. The figures reflect a steady expansion to increase the target area from 30% to 80% of the total communes within these provinces. The provision of essential services through line Ministries and the work in Reconciliation areas will continue to be supported.

Table 1. Indicative SEILA Investment Budget for Existing Five Provinces, 1999-2001:
(amounts in US\$ 000)

Province	Governance & Capacity Building	Local Development Fund (Including reconciliation areas)	Sector Investment	Reconciliation	TOTAL
Siem Reap	900	1,500	1,800	1,800	2,750
Banteay Meanchey	1,300	2,400	1,800	1,800	2,990
Battambang	1,200	2,300	1,800	1,800	1,985
Pursat-	560	1,000	1,200	300	1,240
Ratanakiri	380	700	900	0	2,680
National	600				
TOTALS	4,940	7,900	7,500	5,700	26,040
COMMITTED					8,800
Short-Fall					17,240

FINANCIAL REQUIREMENTS FOR EXPANSION TO 3 PROVINCES. Table 2 below presents funding requirements for years 2000-2001 to enable the Royal Government to expand the SEILA decentralized model to three additional provinces. These requirements assume that such an expansion will only involve the establishment and strengthening of the provincial and commune management structures, training associated with application of the decentralized programme management system and initial funding of the Local Planning Process and Local Development Fund. It is assumed that funds for sector investments from ongoing programs in these provinces can be linked to the decentralized model once the management structures are in place and the Local Planning Process completes its first cycle.

Table 2. Indicative Budget for Expansion to Three Additional Provinces, 2000-2001:

Component	One Province			Three Provinces
	Yr. 2000	Yr. 2001	Total	
Establishment of Decentralized Management Structure and Capacity Building	190,000	100,000	290,000	870,000
Local Planning Process (assumes 10 communes in 1 st year and 10 additional communes in 2 nd year)	90,000	150,000	240,000	720,000
Local Development Fund (@ \$ 25,000 per commune/year one, and \$15,000/year two)	250,000	400,000	650,000	1,950,000
Totals:	530,000	650,000	1,180,000	3,540,000

Summary:

Resources required for existing 5 provinces: 1999-2001: US\$17,240,000
 Resources required for expansion to 3 provinces: 2000-2001: 3,540,000

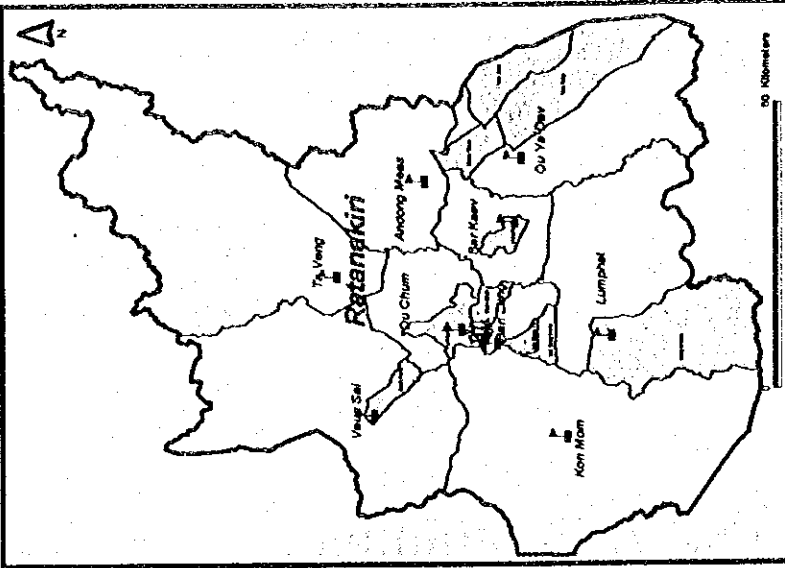
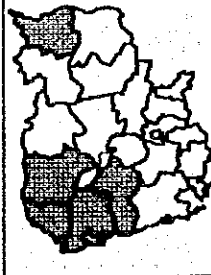
Total Required: US\$20,780,000

SEILA 1999 Target Area



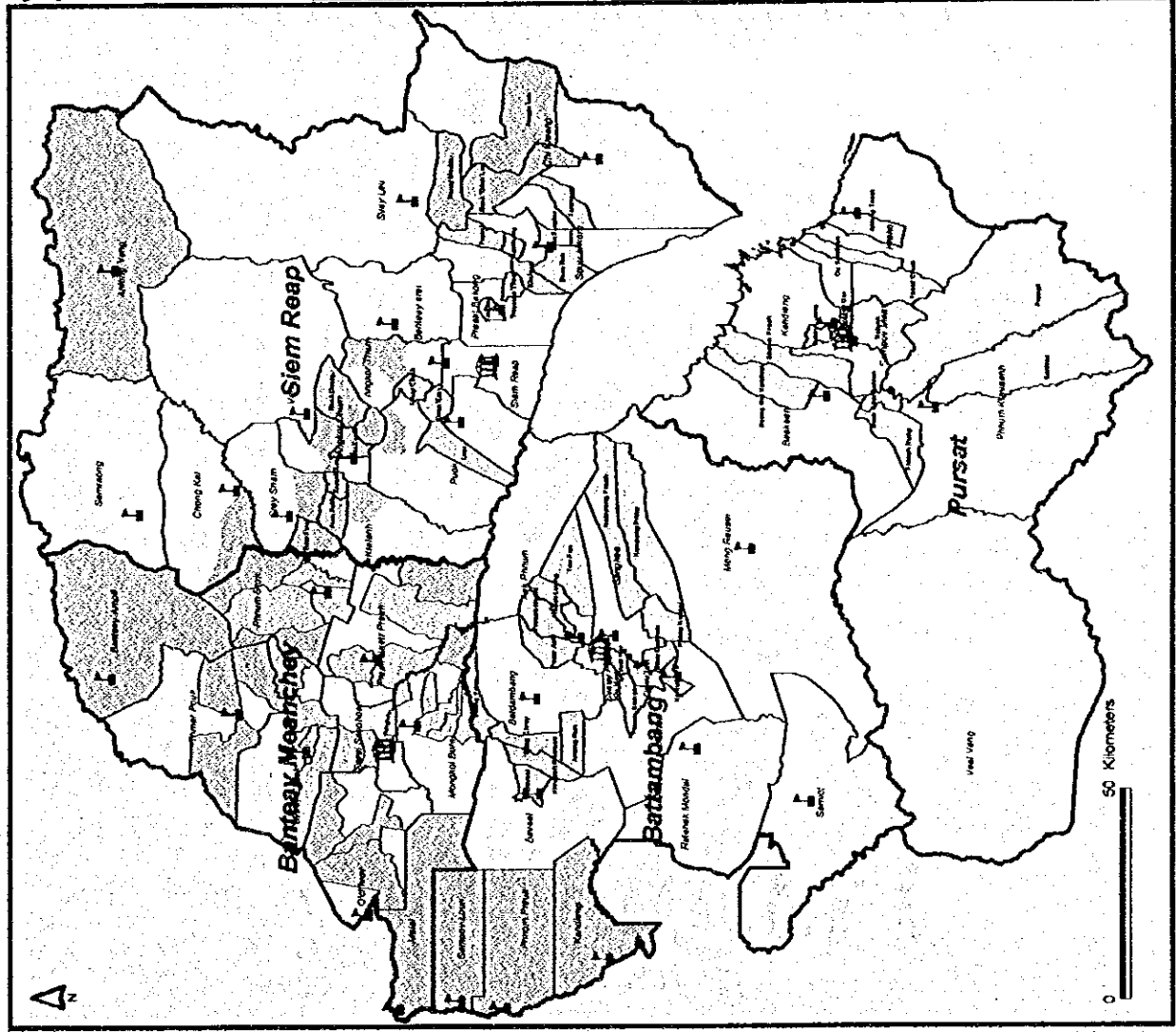
SEILA is a Project of the Ministry of Land Urban
Planning and Construction, in
Cooperation with the Ministry of
Planning and Economic Association
in the INTER-AGENCY PROGRAM

- Provincial centre
- District centre
- Provincial border
- District border
- Target Area
- Reconciliation
- Other



CAREERE GIS Unit, 12 February 1999

SEILA Target Area 1999				
Provinces	Districts	Communes	Villages	Population
1- Siem Reap	11	29	265	182,480
2- Banteay Meanchey	9	39	380	285,000
3- Battambang	9	28	218	262,624
4- Pursat	5	13	139	100,523
5- Rattanakiri	6	13	61	22,377
Total	40	122	1063	853,004



CARERE

格致学院

Cambodia Area Rehabilitation and Regeneration

A UNDP Project in support of
The Royal Government's SEILA Programme



UNDP/UNOPS



SEILA

The SEILA Programme

Supported by UNDP/CARERE2

Report on Outputs

1 January 1996 – 31 March 1999



Phnom Penh May 1999

UNDP/CARERE; PO Box 877; Phnom Penh; Cambodia
phone 855-23-210 569/362 175/428 371/720 051; fax 855-23-720 052; e-mail carere@forum.org.kh

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Introduction

During the first few years of the CAREERE2 Project, beginning in 1996 and running through 1998, the SEILA Programme had to be conceptualized, designed, and operationalized as a policy experiment in decentralized planning, financing, and management of local development. The first several years were marked by a period of systems design and putting the structures in place for a well-defined model of decentralization and governance. This model is aimed at contributing to the alleviation of poverty and spread of peace in Cambodia by strengthening the bonds linking civil society to the structures of the State and empowering the Cambodian rural population to become fully participating members in the development process.

Among the key highlights for outputs of the SEILA Programme to date are:

- **Establishment by Royal Government Decree of the SEILA Task Force**, composed of the six ministries of Finance, Interior, Women's Affairs, Rural Development, Planning, and Agriculture. Full-time focal persons within member Ministries have been appointed and are taking an active role in the dialogue with the provinces and the further formulation of the SEILA Programme within the policy mandates of the individual Ministries. The SEILA Task Force and its Secretariat are currently leading the policy discussions on the decentralized model of planning and financing for Cambodia.
- **Establishment and functioning of the Rural Development Structure** which in 1999 covers a target area of 1,144 villages in 134 communes of 43 Districts in five provinces. Through Village and Commune Development Committees, thousands of villagers have actively participated in a participatory Local Planning Process resulting in the approval and implementation of some 1,300 local level projects between 1996 and 1998 valued at roughly US\$ 3.4 million. Financing of the local projects has come from over US\$ 2.9 million of CAREERE funds, transferred by the provinces to the communes, and an additional US\$ 500,000 (16%) mobilized in local contributions from the communities. In addition, the local plans have attracted an estimated \$500,000 in additional funding from NGOs. Funds have primarily been used for small-scale rural infrastructure projects such as wells, tertiary roads, culverts, bridges, ponds, and school construction and rehabilitation. Out of the 1999 National Budget, the Royal Government has, for the first time, made an allocation of domestic resources to finance commune investments in the SEILA provinces amounting to 800 Million Riel (US\$ 215,000 equivalent).
- **In Reconciliation areas**, defined as those Districts and Communes that were inaccessible to the Government prior to 1997 due to conflict, CAREERE has assisted in creating fora for dialogue and coordination to meet critical needs within communities that previously were beyond the reach of the provincial administrations. The expansion of the SEILA Programme target area from the beginning of 1998 has primarily been in Reconciliation areas which in 1999 cover a total of 380 villages of 61 communes in 21 Districts of Siem Reap, Banteay Meanchey and Battambang provinces with a combined population of

215,000 people. In accordance with the project's Reconciliation strategy, the establishment of dialogue and building of trust through the immediate provision of some basic rehabilitation needs proceeds first. Subsequently, the rural development structure is formed and the areas are integrated into the mainstream SEILA programme approach.

- Vital services to improve socio-economic conditions have been delivered to rural populations in the areas of agriculture, credit, health, education, water and sanitation, and rural infrastructure. These services increasingly address needs articulated by villagers themselves through the Rural Development Structure and the Local Planning Process.
- Advocacy issues related to gender mainstreaming, natural resource management, land titling, ethnic minority rights in Ratanakiri and improved governance have also been supported.
- From 1996 to April 1999, CAREERE has approved 285 subprojects (grants) valued at over US\$24 million to government and non-governmental agencies. Both the Royal Government of Cambodia and an increasing number of external donors are channeling internal and external funds to the SEILA decentralized model.
- The SEILA Programme as a model has increasingly attracted the attention of government officials and other donors, and served as a catalyst for debate on governance and decentralization issues in the country. In May 1999, the Prime Minister endorsed a Policy Statement prepared by the Ministry of Interior for the Commune Administration Law, which foresees the election of Commune Councils and the adoption of decentralization as the policy to support the communes.

Detailed Summary of Outputs

Immediate Objective 1: Decentralized government systems that plan, finance and manage development established.

Decentralized Management

- SEILA and CAREERE have played a seminal role in the conceptualization and design of the Rural Development Structure (RDS) that has been officially adopted as policy by the Royal Government. The early formation of elected Village Development Committees in 1995 under CAREERE1, followed by support to the Ministry of Rural Development through workshops and field visits, was instrumental in the creation of the RDS. SEILA remains the only programme in the country that specifically assigns a management and planning role to the RDS and transfers resources to it for investment in development activities. As such, a detailed Terms of Reference for the entire management structure has been compiled through intensive dialogue and experience in order to define responsibilities at all levels for planning, management, financing, monitoring and reporting on development. Management systems, manuals,

administration procedures, personnel policies and individual job descriptions have also been compiled.

- As of May 1999, the CAREERE/SEILA Programme has supported the establishment of 1,015 locally elected Village Development Committees (VDCs), 112 Commune Development Committees (CDCs), 41 District Development Committees and 5 Provincial Rural Development Committees. These numbers have already exceeded by 100 percent the total expected output stated in the original Project Document of 500 VDCs, and 40 CDCs formed over the entire life of the four-year CAREERE project.
- The total membership of the Rural Development Structure combined with civil servants at provincial and district level working full time on SEILA activities amounts to nearly 10,000 people. An ongoing programme of formal and on the job training within and across provinces for this development force has created a momentum which is demanding increased interest and attention by the national authorities.

Decentralized Planning

- Village and Commune Plans are formulated and updated annually in the target areas. At the village and commune levels, these plans were developed through participatory rural appraisal and incorporate local agreements on the three-year goals of the village, socio-economic priorities and village contributions to the proposed activities. The local plans also inform the sectoral planning of the government line departments.
- Planning Integration exercises at District level have been carried out in all target Districts since 1998. These exercises involve the exchange of information from line departments on sector plans and priorities, from communes on local plans and priorities and with IOs/NGOs on their activities and priorities. Negotiations and dialogue result following which agreements in principle are reached between the various parties and integrated plans are finalized.
- At the provincial level, five Provincial Development Plans (PDP) were developed annually in 1996, 1997, and a medium-term plan for 1998-2000. For the first time in Cambodia, these plans attempt to incorporate all relevant data and information on development investments, rationalize resource allocations, and present priorities on a sectoral and area basis. At the national level, CAREERE provided support to the Ministry of Planning for the issuance of national planning guidelines on the preparation of provincial development plans.
- In 1998, for the first time Provincial SEILA Investment Plans were formulated out of the PDPs which define the activities, outputs and budgets for the total confirmed investment resources available to the province.
- A Commune Socio-Economic Database was designed in 1998 and data collected from all target and non-target communes in the five provinces. The data has been entered at province and national level and serves as a baseline as

well as a tool for target area selection and resource allocation. In 1996, assistance was also provided to the Ministry's National Institute of Statistics for Socio-Economic Surveys in the five provinces.

Decentralized Finance

- Financial management systems, including reporting formats and procedures, are in place for the financing of village and commune level projects.
- Formal and on the job training has taken place for members of Village and Commune Development Committees which managed over US\$ 3 million in local development funds since 1996. Funds are transferred from the Provincial Rural Development Committee, the governing body of the province, to each participating commune. Each commune is allocated an Indicative Planning Figure of approximately US\$ 50,000 over three years to fund village and/or commune projects.
- At the provincial level, the finance departments of some 50 provincial government departments have handled approximately US\$ 19 million of disbursed funds.
- A Decentralized Financial System for the SEILA Programme, compatible with the national financial system has been designed and incorporated in a manual as at the end of April 1999 in collaboration with the Ministry of Finance. The new system is expected to become operational at the start of the third quarter of 1999.
- The Royal Government is currently establishing a Decentralized Development Fund (DDF) at national level to attract and manage the receipt, transfer and accounting of external and internal resources allocated to the provinces in accordance with the law on the provincial budget. The first capitalization of the DDF will take place in 1999 with the receipt of a US\$ 1.7 million grant from the World Bank for support to Reconciliation.

Project Management

- At the village and commune levels, 1,300 projects valued at US\$ 3.4 million were developed according to approved formats, appraised by technical support staff from province/district, approved and implemented, often through contracts with local private sector entities, and monitored and evaluated. Projects identified as priorities consisted primarily of local infrastructure improvements, such as the construction of wells, culverts, bridges, ponds, and the rehabilitation of tertiary roads and school buildings. Project costs on average range from US\$ 1,100 for minor irrigation works to approximately US\$ 6,000 for school construction. Village Development Committees managed almost all of these projects themselves, organizing the local contributions, purchasing necessary materials, negotiating with contractors, and handling finances. Communes and villages are expected to make a minimum 10 percent local contribution, but villagers often pay as much as 30 percent of the total project costs, usually in cash and kind.

- At the provincial level, 285 projects have been developed primarily by government line departments for provision of services to rural communities. These projects are appraised through technical assistance from CARERE.
- Significant formal and on-the-job training has been provided on project design and implementation, logical framework approach, and monitoring and evaluation to provincial government staff and some members of the local Development Committees.

Thematic Governance Issues

Gender

The Gender strategy of the CARERE Project aims to strengthen the role of women at all levels of the administrative and development management structures where decisions on planning and financing are made. The objective is to increase women's opportunities and capabilities to have a voice in all areas of development, and to sensitize government and civil society on the importance and value of women's role in the economic and social development of Cambodia.

Capacity building efforts are focussed on provincial, district, commune and village development committees; planning units of key line departments such as Agriculture, Health, Education, Planning and Rural Development; elected women leaders within Village Development Committees and gender focal points within Commune Development Committees; and the Ministry of Women's Affairs and their Provincial Departments who play the lead role in mainstreaming gender concerns within the SEILA Programme. To date, over 3,500 government and VDC/CDC members have received training in gender awareness.

Women represented on Village and Commune Development Committees are provided training on gender awareness, leadership skills and decision-making. Due to improved training and facilitation on gender awareness at the village level, more specific women's needs are beginning to emerge such as maternal and child healthcare, HIV/AIDS, female literacy, domestic violence, increasing vocational training opportunities, and reducing women's workloads.

Human Rights

Human Rights in its broad sense is being mainstreamed through the SEILA Programme, particularly through the participatory process, gender awareness, Reconciliation and the work with ethnic minorities in Ratanakiri. Formal support has included the following:

- With CARERE support, the Ministry of Interior themselves provided training to 267 provincial and district officials of the Ministry in good governance, human rights and the role of civil society in all five provinces.
- Through a tripartite agreement between CARERE, the Cambodian Institute for Human Rights and the Ministry of Interior 2,180 people received a one-week

training in good governance/ democracy/human rights during 1998 in the four northwest provinces. The trainees were primarily selected from the SEILA management structure at province, district and commune level but also included representatives of the private sector.

Immediate Objective 2: A secure environment conducive to reconciliation between government and communities created.

From 1997 to date, US\$ 4.3 million of additional resources (not including demining funds) has been mobilized and programmed to support the extension of the SEILA Programme to newly accessible regions in the northwest provinces of Siem Reap, Banteay Meanchey and Battambang. Accomplishments to date are:

- In all three provinces, CAREERE has played a leading role in coordinating the response to needs in the reconciliation areas. CAREERE supports frequent meetings between government officials and ex-Khmer Rouge commanders and regularly accompany government officials on assessment visits to the reconciliation areas. CAREERE also supports the PRDCs in facilitating frequent coordination meetings among government, UN agencies, other International Organizations and NGOs.
- Through regular forums of dialogue with the SEILA structure, the negotiation of agreements for extension of SEILA and vital services to 41 additional communes involving 226 villages in 3 provinces benefiting almost 140,000 persons.
- Provision of immediate rehabilitation assistance including agriculture, land titling, education, health and infrastructure to these areas.
- A wide range of training in governance and human rights as well as in technical fields of agriculture, health and education.
- Clear expressions from authorities at provincial level that the Reconciliation Programme has already locally influenced the process of defection, reconciliation and integration.

Immediate Objective 3: The provision of essential basic services by government and non-government entities strengthened

CAREERE assists government and non-government entities in providing essential basic services in five provinces. Many of these services have been identified through the Local Planning Process as important needs among target communities:

Local Economic Development

Agriculture

CARERE's aim in the agricultural sector is to improve and diversify production, by encouraging farmers to use appropriate technology and natural resources in a sustainable manner. Through research and training, the project supports farmers to develop new skills and practices in rice production as well as crop diversification, fruit and fish cultivation. On-farm trials, designed and managed by farmers and supported by local research stations, ensure that varieties and technologies are locally adapted. Government extension workers are trained to disseminate information to local communities.

Among the accomplishments are:

- As at the end of 1998, total commitment of nearly \$ 3.9 million for agricultural activities through 61 subprojects in five provinces. Agriculture has generally accounted for 14 percent of the CARERE project investment portfolio.
- Over 620 staff of the Provincial Departments of Agriculture trained in agricultural techniques and project management, and an estimated 40,000 farmers trained and provided with extension services through Farmer Field Schools established at local level.
- Capital investment with an increased focus on the farming systems approach for small-scale irrigation, improvement of rice seed, coffee production, animal health services, fisheries, fruit trees, and agricultural credit.
- Yield production surveys show that in several provinces, farmers trained in CARERE-sponsored projects increased rice yields by 28 to 60 percent compared to non-project farmers.
- The SEILA Minimum Package Programme (MPP) in Siem Reap and Pursat, focused on farming systems for poor farmers, has attracted the interest of the International Fund for Agriculture Development (IFAD). IFAD is currently negotiating an US 8.7 million loan to the Government for support to SEILA Agriculture Development which would strengthen the experience gained through the MPP, join forces with the AusAid Extension Project and provide six years of funding to the four northwest provinces beginning in 2000.

Rural Finance

- For three years, CARERE has been supporting the Association of Cambodian Local Economic Development Agencies (ACLEDA), a Cambodian NGO, to become financially self-sufficient. CARERE provided funding for the establishment of 12 district rural finance offices and contributed to US\$ 7.7 million worth of loans to 40,000 clients in 1,148 villages in the four northwest provinces. The average loan size is US\$79, and the repayment rate is approximately 94%. Of the total clients, 95% are women. By the end of CARERE's three year institutional support to ACLEDA in December 1998,

ACLEDA was self-financing and is well on the way to becoming a licensed micro-finance banking institution.

Private Sector Development

- Five associations for entrepreneurs in Rice Milling, and Brick and Tile Manufacturing have been established with CARERE technical and financial support in Battambang and Banteay Meanchey provinces. Members of these associations have prepared by-laws, established their Association Offices and are collecting dues from members. They have benefited significantly from exchange visits and regular contact with government and private sector counterparts in Thailand, Vietnam and Singapore and are beginning to upgrade their production equipment. CARERE's early work with this formation of social capital has attracted interest from a number of donors as well as the Ministry of Commerce. Technical support for training has been received from the International Financial Corporation's Mekong Project Development Facility.
- Through the demand created by the Local Development Fund and Line Department Investments, the private sector is being strengthened as a primary implementing partner in SEILA subcontracted by government and communities. Technical manuals have been completed, bidding procedures established and training provided to province and commune level and resident engineer services strengthened.

Health and Water and Sanitation

Health

CARERE's assistance is provided mainly through the Provincial Health Departments and has focused on four main components: (a) primary health education; (b) continuing education to healthcare professionals; (c) STD/HIV/AIDS education and awareness programmes; and (d) infrastructure development to improve access to health services. Outputs as of the end of 1998 are:

- CARERE has committed over US\$ 1.7 million to the health sector in the five provinces through 38 subprojects.
- CARERE has supported primary healthcare programmes through the Provincial Departments of Health in Battambang, Siem Reap, Pursat, and Banteay Meanchey providing basic quality health centre services and health education to local communities.
- Training has been provided to medical staff at district hospitals, commune health centers and the Battambang Regional Training Center.
- HIV/AIDS training has been provided through Provincial AIDS Committees, Health Departments, and NGOs, targeting medical staff as well as high risk groups.

- Within the National Health Coverage Plan, 35 health centers, provincial and district hospitals have been constructed, renovated, and/or equipped.

Water and Sanitation

CARERE's aim in the water and sanitation sector is to help villagers identify and solve local problems, and understand the relationship between water/sanitation and health. The project supports villagers to rehabilitate and construct drinking water and sanitation facilities such as wells, rainwater tanks, and latrines. Outputs since 1996 include:

- CARERE has committed over US\$1 million for water and sanitation in the five provinces through 24 subprojects, primarily with the Provincial Departments of Rural Development.
- Over 1,700 wells and 1,200 latrines have been newly installed or rehabilitated in villages and schools either through the Local Development Fund (LDF) or through subcontracted works by the Provincial Departments of Rural Development (PDRD).
- Community Water Use and Hygiene Education has been extended to over 200,000 villagers and Water User Groups formed to manage and maintain the water facilities.

Education and Culture

Education

CARERE's strategy in education is to focus on improving mainly women's and girls' access to both basic and non-formal education, and to increase education opportunities in rural areas for children as well as adults. CARERE's support to formal primary education is concentrated on cluster schools, while support to the non-formal education sector is channeled to adult literacy and some vocational training. Outputs at the end of 1998 include:

- CARERE has committed approximately US\$ 1.5 million through 38 subprojects for formal and non-formal education activities.
- 250 primary school headmasters and 2,000 primary school teachers trained in management, teaching methods, the cluster school system, and production of school materials.
- Literacy training has been provided to 8,700 adult learners, primarily women
- 69 schools built and equipped and 150 schools renovated.

Culture

CARERE has supported cultural activities in Battambang, Siem Reap, and Banteay Meanchey provinces. Accomplishments to date are:

- Village Culture School established in Siem Reap which is now serving as a model for replication by the Ministry of Culture in another five provinces of the country.
- Support to the preservation and extension of cultural traditions in rural areas is widespread with performances often tied into the local development process.
- Support to the Battambang Museum which is actively involved in the preservation of antiquities in the province.

Infrastructure and Natural Resource Management

Infrastructure

CARERE's main financial investment in the infrastructure sector has been in road rehabilitation and maintenance through the ILO/Labour-Based Appropriate Technology (LBAT) Programme in the northwest provinces. CARERE also provided technical and financial assistance to local infrastructure projects supported by the Local Development Fund. A small amount of additional infrastructure was rehabilitated through direct funding of Departments of Rural Development, and Hydrology. Numerous projects were also implemented for road rehabilitation, improving former education facilities, and health center construction in the reconciliation areas, particularly in Banteay Meanchey province.

Through the ILO/LBAT Programme, US\$3.77 million was invested in rural infrastructure. Among the primary outputs to date are:

- 1,301,309 workdays of direct employment
- Maintenance of 536 kilometers of rural roads
- Maintenance of 104 kilometers of irrigation canals
- Construction/rehabilitation of 116 kilometers of road and 28 kilometres of irrigation canals
- Cleaning and clearing of the areas surrounding Angkor Wat
- Development of rural road maintenance strategy
- Assistance to Asian Development Bank and World Food Programme in training of technical staff.

The Local Development Fund represents an allocation to the Commune Development Committee for financing priority public projects within the commune. Small infrastructure works tend to be the priorities that can be directly managed by the commune and village through subcontracting arrangements with local private sector entities. Achievements in the management of the LDF include:

- The compilation of a Technical Manual in Khmer with designs for common infrastructure works systematically used by the local authorities to ensure quality standards;
- Documented bidding procedures based on national guidelines and training in transparent bidding practices;

- Training of Technical Support Staff at provincial level to assist in appraisal of project proposals and monitoring of construction.

The physical achievements from 1996 to 1998 are as follows:

- 140 kilometers of village roads constructed and 116 kilometers repaired.
- 73 bridges and 652 culverts constructed.
- 4,536 meters of irrigation canals constructed, 73,748 meters of canals repaired.
- 1,849 meters of small dams constructed, 7,481 meters of small dams repaired.
- 56 watergates constructed/repaired.
- 713 wells and 67 ponds constructed, 26 wells and 28 ponds rehabilitated.
- 188 school classrooms constructed/repaired and 296 classrooms equipped.
- 20 iron buffaloes and 10 rice mills procured for village management.
- 88 buffalo raising groups formed.

Demining: Through a contribution of \$1.1 million from the EU earmarked for demining, demining activities were carried out in Banteay Meanchey, Battambang and Siem Reap linked to the Reconciliation component. The demining and rehabilitation of priority access roads to newly accessible areas enabled the free flow of goods, services and information and have made a major contribution to the integration of these populations into the Cambodian society, economy and political administration. The work was undertaken by CMAC in Banteay Meanchey and Battambang and by Halo Trust in Siem Reap under trilateral agreements between the province, CARERE and the demining agencies. Quantitative achievements were as follows:

- Approximately 841,000 square meters of land are demined, providing access to agricultural fields, roads and new areas leading to the former Khmer Rouge territories.
- The opening of 65 kilometers of access roads to major areas of Reconciliation including Malai and O'Chrov Districts in Banteay Meanchey and Kulen Commune of Svay Leu in Siem Reap.

Natural Resource Management

- 130 staff of the Departments of Environment trained in environmental awareness and management and 12,000 villagers trained in environmental awareness and protection.
- In Ratanakiri, community-based natural resource management is a core feature of the local development work focusing on land protection, land rights and sustainable land use by indigenous communities. The Canadian International Development Research Committee (IDRC) and the Oxfam-supported Non-Timber Forest Products (NTFP) are major collaborators with SEILA and CARERE in this work.
- Through support to Forestry Department, 12 community forest pilots have been established, 2,090 persons trained in forest protection and 40,000 tree seedlings from established nurseries planted.

- In Battambang and Banteay Meanchey, CAREERE has supported the formation of two Provincial Land Use Planning Committees. The Committees are chaired by the Governors with senior officials from the Military, Police, key provincial departments, CMAC, NGO demining agencies and CAREERE as members. The committees are meeting regularly to develop policy and planning and formulate recommendations to the national authorities. With the renewed priority being given to land use issues by the national level, these committees will be important.
- Support has been provided for the issuance of over 7,600 land titles.

Immediate Objective 4: National policy on decentralized development informed by lessons from the SEILA experience.

The SEILA Programme was conceived as a policy experiment in decentralized planning, financing and management of local development. The goals of the experiment are to test a model of decentralized development, to ensure that the lessons learned are directed to the policy makers at national level and, subject to satisfactory results, to formulate longer term policy on decentralization. In the fourth year of the five-year programme considerable work remains on the refinement of the SEILA decentralized model and the capacity building required to ensure that the full management and execution of the systems can be transferred to the Government by the end of 2000. Nevertheless, significant progress has been made on documentation, monitoring and evaluation, policy formulation and systems development as follows:

Documentation/Monitoring and Evaluation

A Monitoring and Evaluation (M&E) Framework for SEILA was finalized in 1998 including independent research, specific evaluations of key components and the establishment of a monitoring and evaluation structure and system within SEILA. Management and Geographical Information Systems have been developed to track over 360 CAREERE subprojects to government and non-government entities, thousands of village and commune projects, and village socio-economic data. While the M&E System requires much strengthening, SEILA undoubtedly is the most highly evaluated programme in the country with a continuous schedule of research, evaluation missions, case studies, review meetings at all levels and reporting.

Systems Development

Decentralized Planning

- Provisional manuals, guidelines and formats on the Provincial and Local Planning Processes have been developed and are under review. As the planning process is constantly under review and revision, it is expected that the planning manuals will only be finalized in 2000.
- A Commune Socio-economic Data Base has been established in conjunction with the Ministry of Planning covering all villages in the five provinces.

Following further review and refinement with other existing data the Commune Database may serve as a national model.

- The Ministry of Planning has held workshops with the Planning Departments of other provinces to disseminate information on the SEILA Planning Process and interest has been expressed to extend the system throughout the country.

Decentralized Finance

- In June 1999, it is expected that a Decentralized Development Fund (DDF) will be established in the Ministry of Finance to support the receipt and allocation of investment resources to the province level to finance investment plans. The DDF will accommodate donor grants and loans as well as allocations from the National Budget earmarked for decentralized development.
- The Decentralized Finance System has been designed with the Ministry of Finance and documented in a manual and is expected to be operational from mid-1999. The system is consistent with the Royal Government's fiscal reform policies including the 1998 Budget Law which establishes the province as a semi-autonomous financial entity able to mobilize and receive resources.
- The local financial system for commune level has been in operation for three years and according to an independent audit by Coopers/Lybrand is functioning effectively. For the first time ever, an allocation from the State Budget was made for 1999 to the commune in the five SEILA provinces utilizing the existing system. As of May 1999, the 800 Million Riels (\$ 215,000) have been transferred to the province and is currently under implementation.

Decentralized Governance

At the request of the Ministry of Interior, since December 1998, UNDP, UNCDF and CARERE have been assisting the Ministry in the drafting of the Commune Administration Law which will define the role and responsibilities of the Commune following the elections scheduled for late 1999 or early 2000. In May 1999, the Royal Government adopted the Policy Statement of the Ministry of Interior which states that a Commune Council will be elected and supported through a policy of decentralization. The SEILA Programme has served as the primary ground of experience in designing the law and the Ministry of Interior has been engaged since September 1998 in a detailed assessment of the commune's role and performance in the five SEILA provinces.

Policy Formulation on Decentralization

With the Commune Elections close at hand, considerable policy formulation will be required in 1999 and 2000 in order to properly implement the new vision of governance now emerging.

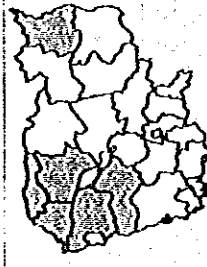
- In April 1999, a Logical Framework Analysis Workshop was held with technical support from Sweden as a first step towards preparing a framework within which the Government's formulation work can be structured.
- In the second half of 1999, it is expected that the Royal Government will carry out a formulation of the next phase of SEILA (2001-2004) in line with decentralized policy developments in order to review institutional issues at national and provincial level, policies and procedures requiring technical assistance, further systems work to support elected Commune Councils, geographic coverage of SEILA in the future and the resource requirements from both domestic and external resources.

**Map of
CARERE / SEILA
Target Areas**



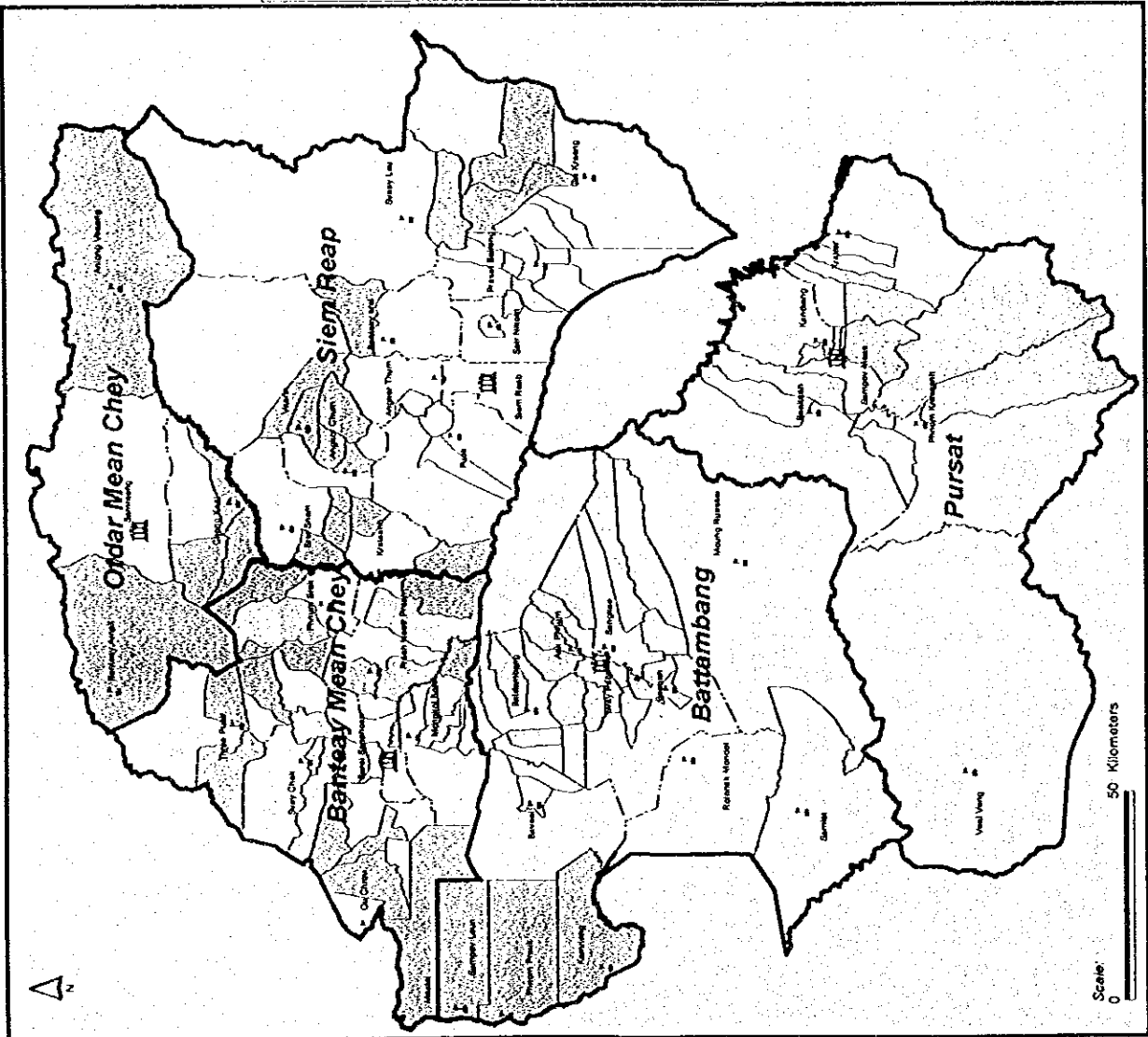
SEILA - Royal Government of Cambodia
Programme in
Decentralised Planning, Financing
and Management Support
Phased (DUP) Component
of the UNDP/CARERE Project

- Provincial centre
- District centre
- Provincial border
- District border
- Target Areas:
 - Reconciliation
 - Other
 - Under assessment

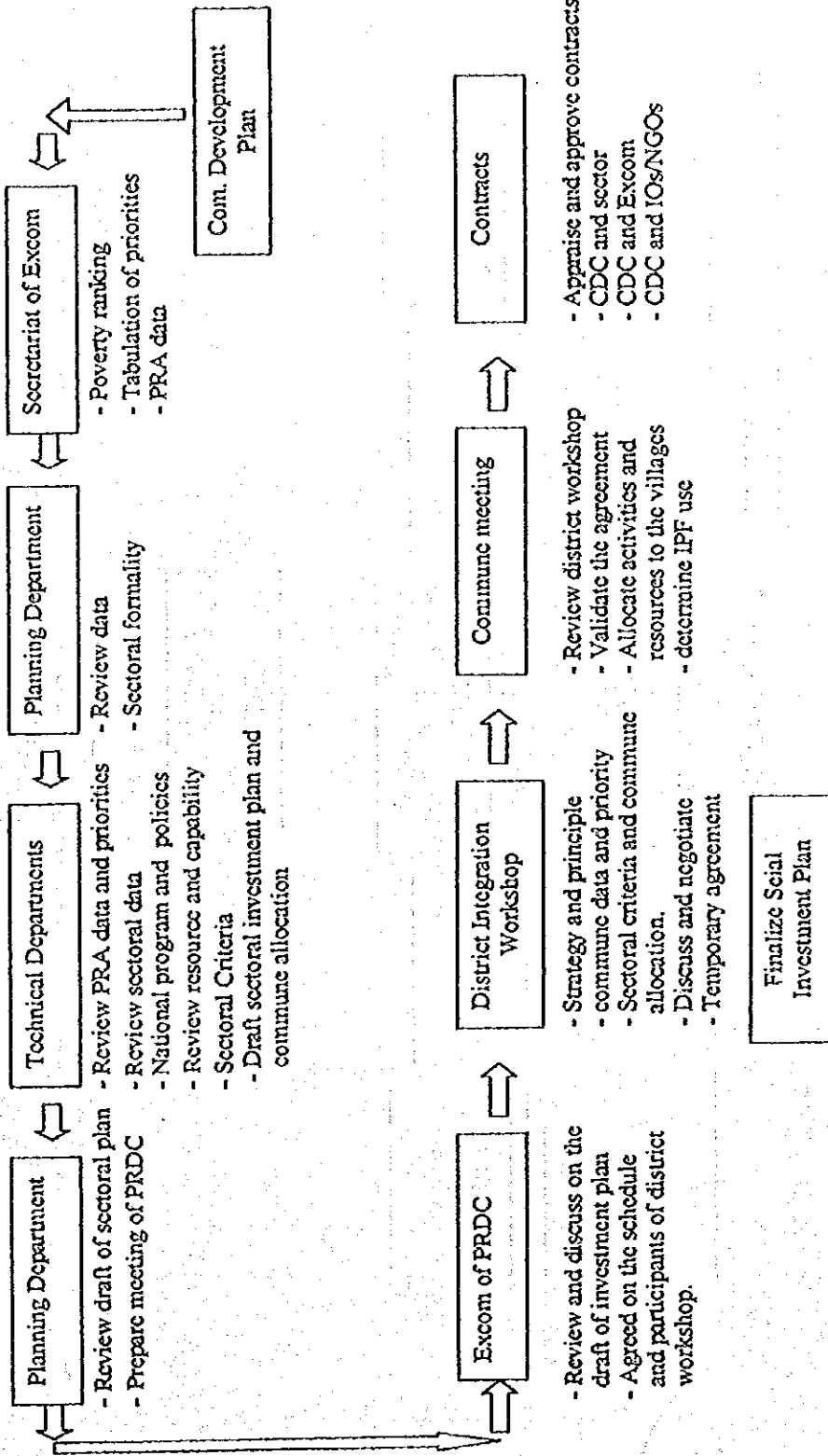


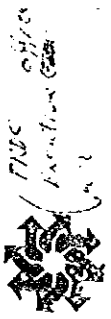
CARERE GIS UM, 12 May 1999

CARERE / SEILA Target Area 1999				
Provinces	Districts	Communes	Villages	Population
1- Siem Reap	11	29	265	184,406
2- Banteay Meanchey	9	39	390	323,371
3- Battambang	9	40	290	307,543
4- Pursat	5	13	139	104,095
5- Ratanakiri	6	13	60	23,315
Total	40	134	1,144	942,730



SEILA INVESTMENT PLAN FOR 1999

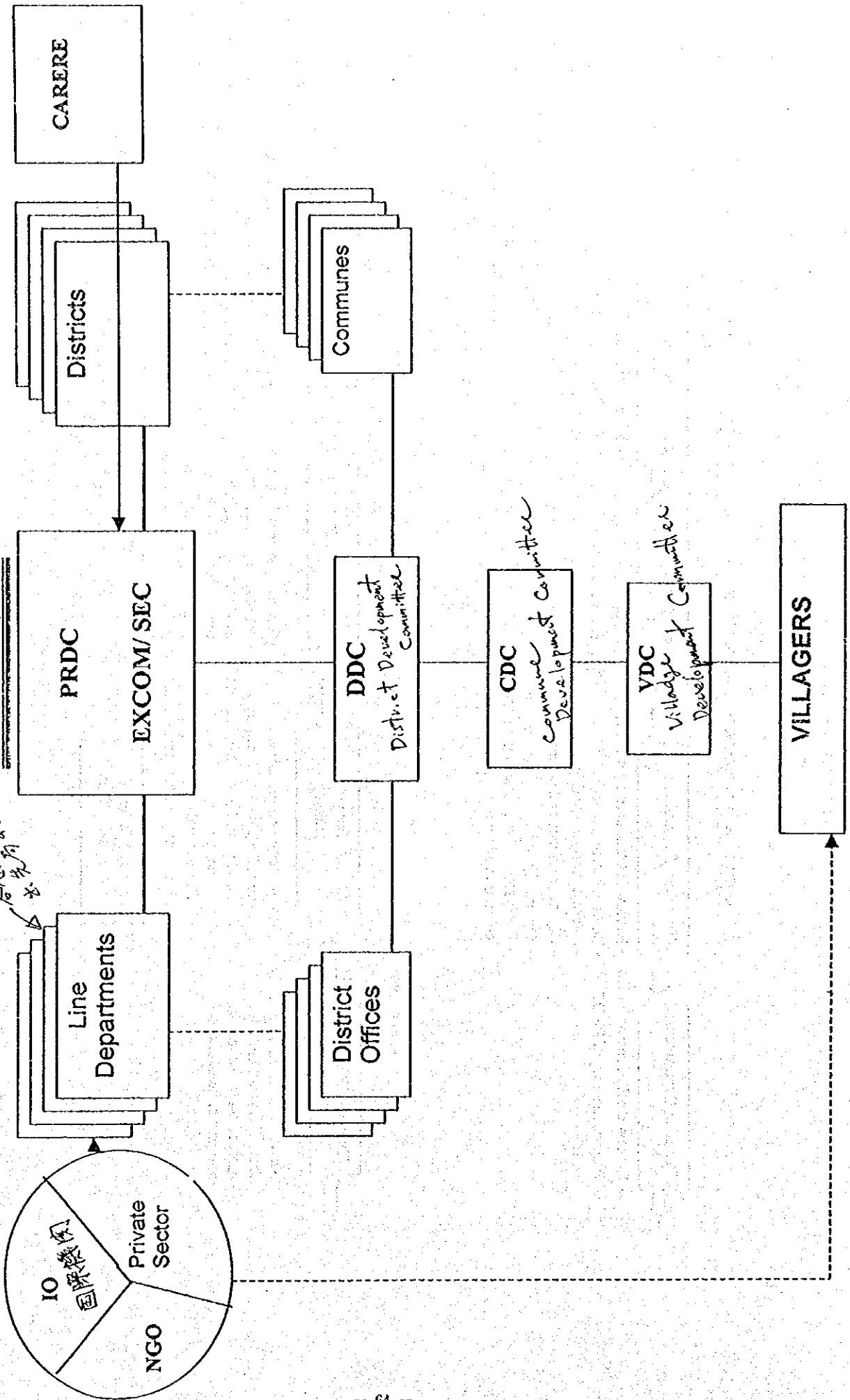




Provincial Rural Development Structures

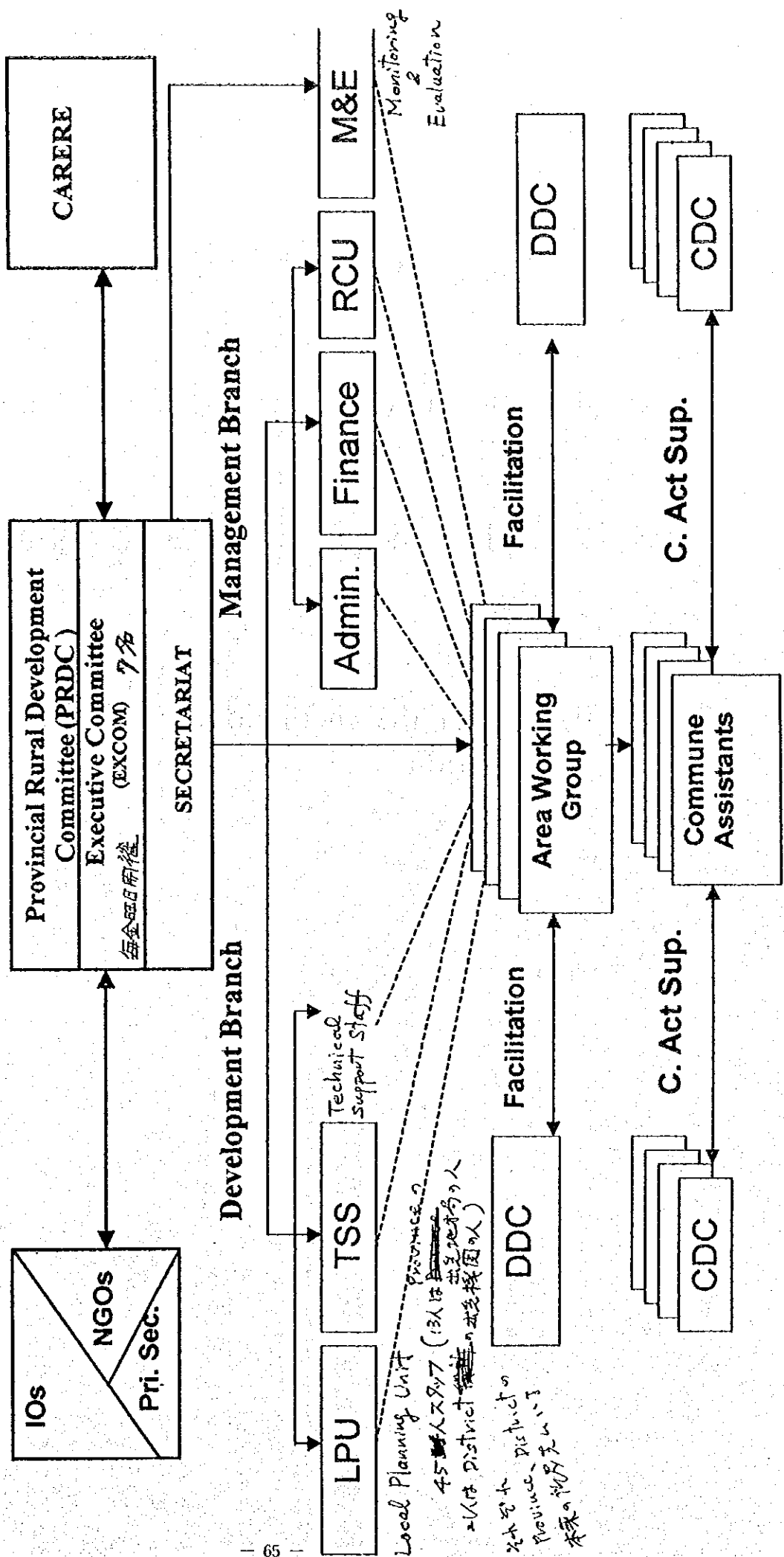
Siem Reap

ក្រសួងកសិកម្ម រុក្ខាប្រមាញ់ និងនេសាទ



PRDC Management System

Referring to STF on 29 April 1998



Commune Meeting

- 1-Collect information/ statistic of families in the village.
- 2-Explain the purpose of VDC formation
- 3-General roles of VDC
- 4-Explain the methodology of VDC formation

Purpose of VDC formation

- 1-To support the objective & activities of development at present and future .
- 2-To have village representatives who have not involved with politic .
- 3-To have the structure and is easy to coordinate with development agencies and local authorities.

Objectives of Development

- 1-Alleviate poverty
- 2-Strengthen/improve community spirit and solidarity.
- 3-Villagers have self-reliance.
- 4-Empower people on development work.
- 5-To help people aware of human rights & gender.
- 6-Improve living standard of villagers.
- 7-To secure the natural resources and use it properly.
- 8-Create the development vision for their own village.

Criteria for Candidate Selection

- 1-People in both sex (male & female)
 - Age from 18 can have (not too young and not too old) rights to be candidate
- 2-Healthy
- 3-Village consist from 100 families up should have 12 candidates(7 men, 5 women)
 - Village consist families less than 100 should have 9 candidates (5 men, 4 women)
- 4-Candidate must be the people living in the village active and honest.
- 5-Candidate should have time available for the development work and should not have business in the far place
- 6-Person who can read and write (some)
- 7-Volunteer to be candidate and to work as VDC (no salary)
- 8-Candidate must not be soldier, police and militia
- 9-Village chief can be candidate

How to vote , to select VDC

Day 1

- Conduct meeting with villagers to select candidate (organize people into small group)
- Tell the criteria for candidate selection
- Explain how to vote to villagers using flipchart
- Set schedule for voting

Day2

- People age from 18 must vote for VDC selection
- Explain and review the voting process to villagers on flipchart
- Distribute ballots to villagers in the meeting who age from 18 up
- Candidate tell the background to people and have number note
- Candidates have to vote first and can vote for themselves
- Select 2-3 villagers who can read and write to help count ballots and take note and sum up result with support form facilitators
- Count ballots first before open them
- For the ballots that are not clear not right can't be accepted
- The result must be informed to villagers
- Among 5 VDCs at least 2 women
- Among 7 VDCs at least 3 women
- The candidate who get most votes will be the chief of VDC and the second most will be vice chief
- Present roles/ responsibilities to VDC members who just won
- Having meeting with elected VDC member and divide task for finance , information, gender .
- List down elected VDC members into the list of VDC.

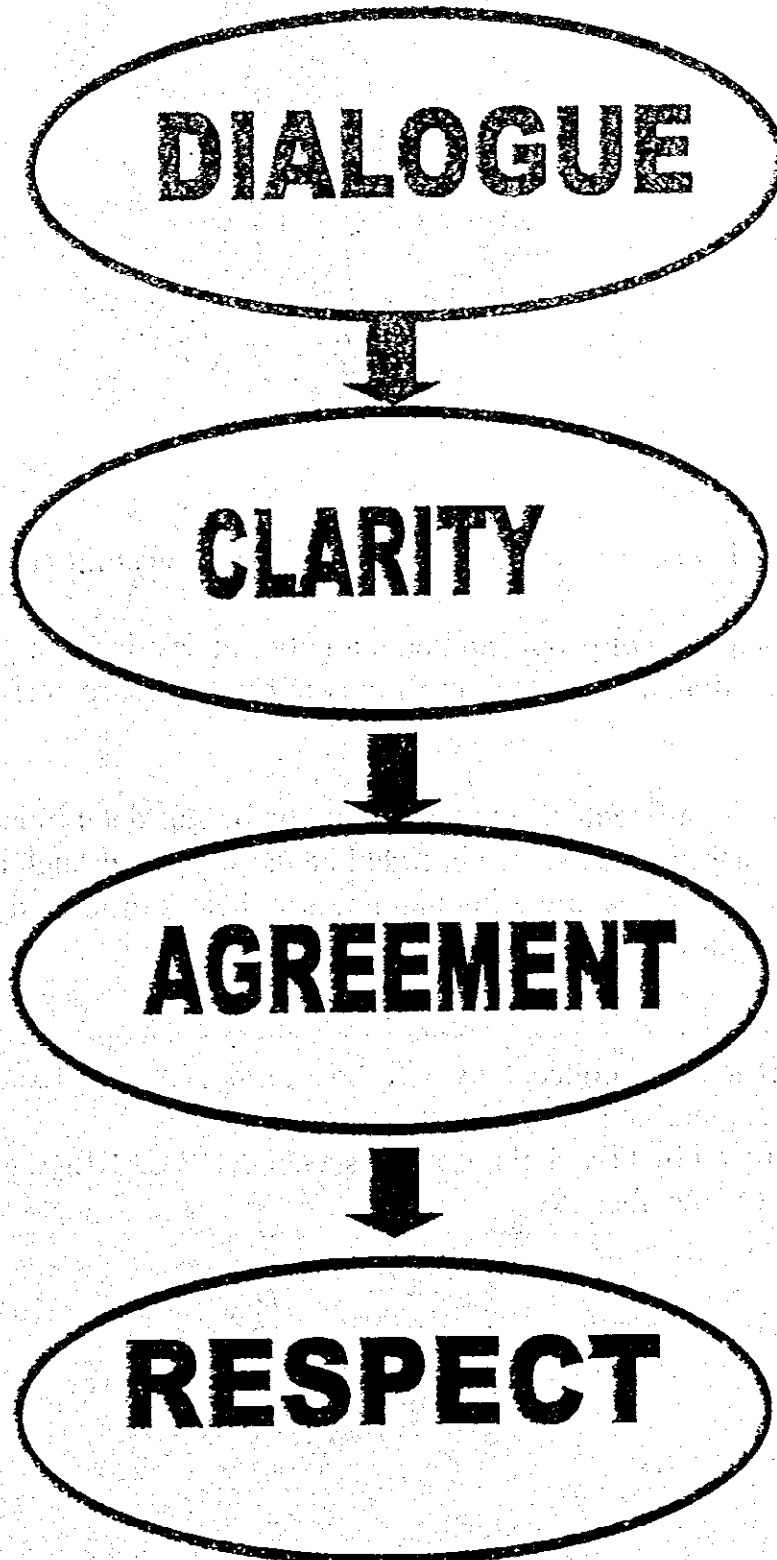
WHAT IS SEILA?

SEILA is the royal government program that supported by UNDP/CARERE to rehabilitate, reconstruct and develop Cambodia in term of :

- Consolidation of peace
- Execution of democracy and respect of human rights
- Cooperation and Good Governance and Promotion of Local Civil Society by strengthening the capacity of key institutions .
- Assist local communities to make initiatives, decentralized planning and financing, ownership and participation.
- Aspire the royal government to make effective policy and rationalize the responsibility of local authorities and Local Development Structures.

SEILA PRINCIPLES

The Seila program executed according to its four principles. These principles are very crucial to plan, manage the social economic development effectively.



Meaning of the Seila Logo



Share inter-power to the local level with responsibility of development



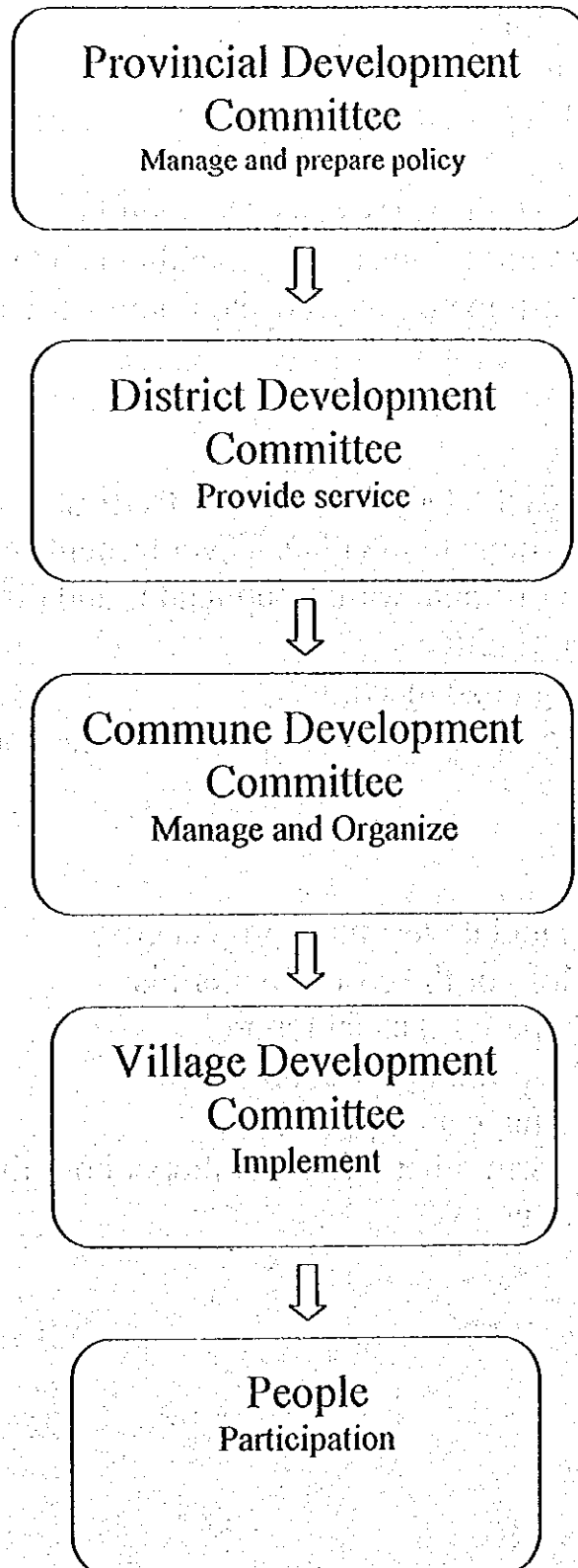
Participation of people and communities in development, collaboration, integration, and sectoral uniformity to create a sharp energy.



Be self-confident; accept responsibility; be self-determined; ensure sustainability; give a bright light like the sun ray through learning by doing as well as providing happiness to their families and the communities like to bloom flowers.

Designed and produced by MR. Soat Pisak , Chief of Excom
Secretariat, Siem Reap Province
Approved by Five Seila provinces and UNDP/CARERE management
on 22 September 1997

Rural Development Structure & Roles



Roles of VDC

Chief

- 1-Call for and lead the meeting
- 2-Delegate task to other VDC members
- 3-Report to CDC
- 4-Have the roles as a CDC member
- 5-Report to other VDC members and villagers
- 6-Participate every development activities

Vice Chief

- 1-Assist VDC chief in all activities
- 2-Participate in village development activities
- 3-Coordinate with group leader and different committee
- 4-Organize meeting
- 5-Provide support to other VDC members

Finance

- 1-Calculate /estimate project cost
- 2-Monitor the cost of materials
- 3-Prepare financial report
- 4-Keep financial report
- 5-Manage and control cash
- 6-Inform other VDC members about financial status

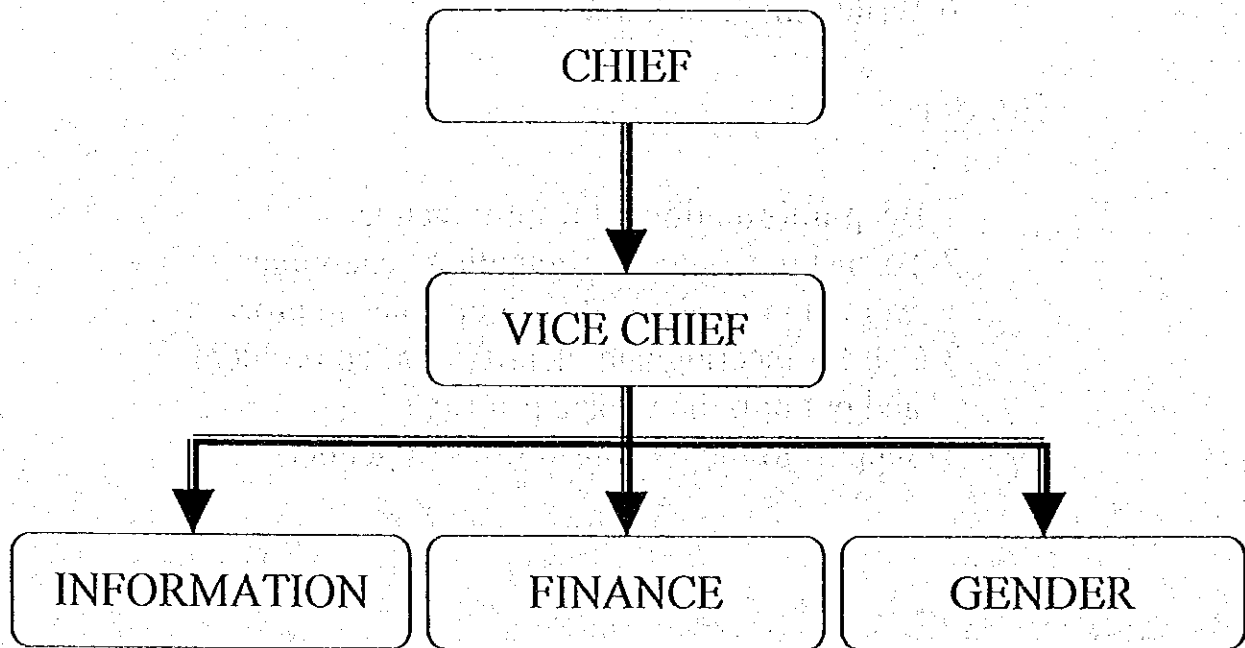
Information

- 1-Prepare documents for every meeting
- 2-Write minute every meeting and distribute to other members
- 3-Keep and organize data (PRA)
- 4-Compile and keep village development plan
- 5-Prepare and maintain village information board
- 6-Write village bulletin

Gender

- 1-Keep information relevant to gender
 - 2-To ensure women participation , encourage women in implementing their roles in process
 - 3-Call for meeting and identify women problem and put into the village priority
 - 4-Support to the responsibilities of gender
-

CDC STRUCTURE



VDC STRUCTURE

