

**MINUTES OF MEETING
ON
THE THIRD JOINT COORDINATING COMMITTEE
FOR
THE PROJECT FOR THE CAPACITY DEVELOPMENT FOR
IMPLEMENTING THE ORGANIC LAW AT CAPITAL AND PROVINCIAL
LEVEL (PILAC2)**

The Third Joint Coordinating Committee Meeting of the Project for the Capacity Development for Implementing the Organic Law at Capital and Provincial Level (PILAC2) was held on November 22, 2012, under the chairmanship of H.E. Sak Setha, Secretary of State, Ministry of Interior (hereinafter referred to as "MOI"), and Chairperson of National Committee for Sub-national Democratic Development Secretariat (hereinafter referred to as "NCDDS").

As a result of discussions, the NCDDS and the Japan International Cooperation Agency (JICA) reached the mutual understanding upon the matters as attached hereto.

Phnom Penh, November 22, 2012



H.E. Sak Setha
Secretary of State, Ministry of Interior
Permanent Member, National Committee for
Sub-National Democratic Development
(NCDD)
Chairperson, NCDD Secretariat (NCDDS)
The Royal Government of Cambodia



Mr. Hitoshi Hirata
Senior Representative
Cambodia Office
Japan International Cooperation Agency

THE ATTACHED DOCUMENT

1. Report of the Mid-term Evaluation for PILAC2
2. Amendment of Project Design Matrix

As a result of discussion, both parties approved the amendment of the Project Design Matrix 2 shown in the annex 1.

ANNEX 1: REVISED PROJECT DESIGN MATRIX

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Joint Mid-Term Review Report
For
Technical Cooperation Project for
the Capacity Development for Implementing
the Organic Law at Capital and Provincial
Level
(PILAC2)

Phnom Penh
November 2012

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ANNEXES

1. PDM (Version 1)
2. Plan of Operations
3. Records of Inputs
4. List of Workshops, Seminars, Training Programs

LIST OF ABBREVIATIONS

ADB	Asian Development Bank
C/P	Counterpart
CDIU	Capacity Development and Information Unit
CPDP	Five-Year Development Plans at the Capital and Provincial Level
CPIP	Three-Year Rolling Investment Programs at the Capital and Provincial Level
C/S	Commune / Sangkat
DAC	OECD Development Assistance Committee
DANIDA	Danish International Development Agency
D&D	Decentralization and Deconcentration
DGA	Department of General Administration
D/M	District / Municipality
D/M/K	District / Municipality / Khan
DoLA	Department of Local Administration
DP	Development Partner
GDLA	General Department of Local Administration
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
JCC	Joint Coordination Committee
JICA	Japan International Cooperation Agency
MEF	Ministry of Economy and Finance
M&E	Monitoring and Evaluation
M/M	Minutes of Meeting
MoI	Ministry of Interior
MOP	Ministry of Planning
NCDD	National Committee for Sub-national Democratic Development
NCDDS	NCDD Secretariat
NCDDSWG	NCDDS Working Group for PILAC2
NP-SNDD	National Program for Sub-National Democratic Development
ODA	Official Development Assistance
OECD	The Organization for Economic Co-operation and Development
OJT	on the job training
P/D	Project Director
PDM	Project Design Matrix
PILAC	Project on Improvement of Local Administration in Cambodia
PILAC2	The Project for the Capacity Development for Implementing the Organic Law at Capital and Provincial Level
P/M	Project Manager
P/O	Plan of Operation
PRDNEP	Project of Capacity Development of Provincial Rural Development in North-Eastern Provinces
PWG	Planning Working Group
R/D	Record of Discussion
RGC	Royal Government of Cambodia
SIDA	Swedish International Development Agency
SNA	Sub National Administration
SNDD	Sub-National Democratic Development
TMS	Top Management Seminar
TOT	Training of Trainers
TWG	Technical Working Group
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
WG	Working Group

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CHAPTER 1. OUTLINE OF THE PROJECT

1.1. Background of the Project

Good governance is regarded as one of the most important pre-conditions for achieving sustainable socio-economic development with equity, equal opportunity and social justice. Public administration reform, including decentralization and deconcentration (D&D), is one of the target areas of good governance.

Royal Government of Cambodia (RGC) has moved forward to achieve democratic development, through implementation of D&D reforms. In September 2008 the RGC has put the “Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans (Organic Law)” into operation in 2008, which defines the framework of development planning in the capital, 23 provinces and 193 districts. Rectangular strategy, since then, the highest priority has been put on the implementation of Organic Law.

However, capacities to implement the Organic Law are not necessarily established, and human resource development plans is not formulated yet. Although the Organic Law defines that provincial councilors and administrative staffs are responsible for formulation, implementation and monitoring of the provincial 5-year development plan, their roles and functions are not determined yet. A system for capacity development to enhance the roles and functions has not been established.

Japan International Cooperation Agency (JICA) had provided technical cooperation through “The Project on Improvement of Local Administration (PILAC)” to enhance the training management capacity of government staffs, for strengthening local administration management. Such government staff is expected to be more responsible and qualified towards the formulation of the policies and plans for local administration and human resource development.

Requested by RGC, JICA started a technical cooperation project for five years in March 2010, in order to establish human resource development systems under which the capacity of provincial councilors and administrative staffs for the formulation, implementation and monitoring of provincial 5-year development plans 3-year investment programs would be improved.

1.2. Summary of the Project

Project Name: The Project for the Capacity Development for Implementing the Organic Law at Capital and Provincial Level (PILAC2)

Cooperation Period: March 2010 — March 2015 (5 years)

1st year: March 2010 to July 2011

2nd year: August 2011 to May 2012

3rd year: June 2012 to September 2013

4th year: October 2013 to March 2015

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Target Area: Nation wide

Target Group: Capital and provincial councilors, board of governors, administration officers at capital and provincial level, representatives from line departments at capital and provincial levels, and related key persons at national level

Overall Goal: A strategic system to formulate and manage 5-year development plans and 3-year rolling investment programs is operationalized at capital and provincial level with stronger ownership aiming at improving socio-economic situations.

Project Purpose: Capacity of local administration at capital and provincial level to formulate and manage 5-year development plans and 3-year rolling investment programs is established.

Outputs

1. Issues on human resource development and countermeasures in relation to local administration management and human resource development are identified by NCDD.
2. Operational procedures and practices related to formulation and management of 5-year development plans and 3-year rolling investment programs at capital and provincial levels is structured by NCDDS, together with Sub-Committee on Sub-national Development Plan and Sub-Committee on Financial and Fiscal Affairs.
3. The capacity of capital and provincial councilors and relevant officers to implement local administration management to formulate and manage 5-year development plans and 3-year rolling investment programs are systematically enhanced by Capacity Development and Information Unit and supporting agencies.

Main Activities

- 1-1 Capacity Development and Information Unit, initiated by JICA experts, conducts basic study on human resources in local administration.
- 1-2 Capacity Development and Information Unit, initiated by JICA experts, formulates situation analysis report on local administration management and human resources in local administration with draft human resource development strategy is prepared, with capacity assessment framework established.
- 1-3 NCDDS with JICA experts coordinates and shares information with development partners on output 1.
- 2-1 NCDDS with supporting agencies identifies issues on formulation and management of 5-year development plans and 3-year rolling investment programs through basic study with supports of JICA experts.
- 2-2 NCDDS with supporting agencies identifies issues on capital and provincial baseline data with support of JICA experts.
- 2-3 NCDDS with supporting agencies identifies possible fund sources to materialize 5-year development plans and 3-year rolling investment programs and summarize application procedures with supports of JICA experts.

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- 2-4 Capacity Development and Information Unit in cooperation with supporting agencies develops operation manuals of guidelines on capital and provincial 5-year development plan and 3-year rolling investment program based on 2-1 to 2-3 with support from JICA experts.
- 2-5 Capacity Development and Information Unit in cooperation with supporting agencies analyzes how selected capital or provinces formulate and manage capital or provincial 5-year development plans and 3-year rolling investment programs in response to national policies and needs of citizens with support from JICA experts.
- 2-6 Capacity Development and Information Unit in cooperation with supporting agencies revises operation manuals of guidelines on capital and provincial 5-year development plans and 3-year rolling investment program with support from JICA experts.
- 2-7 NCDDS with JICA experts coordinates and shares information with development partners on output 2.
- 3-1 Capacity Development and Information Unit revises NCDD capacity building plan, with support of JICA experts.
- 3-2 Capacity Development and Information Unit in cooperation with supporting agencies formulates training implementation plans for local management administration to formulate and manage 5-year development plans and 3-year rolling investment programs, with support of JICA experts, based on the output 3-1.
- 3-3 Capacity Development and Information Unit cooperates with training staffs from supporting agencies as trainers with supports of JICA experts to implement training plans formulated in 3-2.
- 3-4 Capacity Development and Information Unit with supporting agencies formulates training curriculum for local administration management to formulate and manage 5-year development plans and 3-year rolling investment programs to implement training plans formulated in 3-2.
- 3-5 Capacity Development and Information Unit with supporting agencies implements training curriculum for local administration to formulate and monitor 5-year development plans and 3-year rolling investment programs, based on 3-2 and utilizing 3-3 and 3-4, with supports of JICA experts.
- 3-6 Capacity Development and Information Unit monitors the performance of capital and all provinces with supports of JICA experts.
- 3-7 JICA experts, together with Capacity Development and Information Unit and supporting agencies prepare training package of local administration management, compiling training implementation plans, training curriculums and training manuals formulated in 3-2, 3, and 4.
- 3-8 NCDDS with JICA experts coordinates and shares information with development partners on output 3.

CHAPTER 2. REVIEW OF THE PROJECT

2.1. Objectives

The objectives of the Mid-term Review are as follows:

- (1) To confirm the progress of the Project activities based on PO.
- (2) To identify problems and issues on any aspects of the Project implementation.
- (3) To review the Project Design Matrix (PDM Version 0).
- (4) To evaluate the degree of achievement of the Project as per the five evaluation criteria, namely Relevance, Effectiveness, Efficiency, Impact, and Sustainability.
- (5) To make recommendations for the necessary actions and measures in order to attain the Project Purpose by the end of the project cooperation period.

2.2. Methods

2.2.1. Review Method

The Japanese and Cambodian Mid-term Review Team (the Team) jointly reviewed the Project using the five evaluation criteria. The activities included in the review are report analysis, field surveys, a series of discussions and interviews with relevant officials, the Project staff and the residents of the target areas.

2.2.2. Members of the Review Team

The Japanese Review Team

1. Mr. Hitoshi Hirata, Senior Representative, JICA Cambodia Office
2. Mr. Hirofumi Kawakita, Senior Advisor, JICA
3. Ms. Satoko Nadamoto, Project Formulation Advisor, JICA Cambodia Office
4. Mr. Phok Phira, Programme Officer, JICA Cambodia Office
5. Ms. Kazuko Shirai (Evaluation Analysis), Consultant, Consulting Division, VSOC Co., Ltd.

The Cambodian Review Team

1. H.E. Sak Seta, Secretary of State, Ministry of Interior
Chairperson, NCDD Secretariat (Project Director)
2. H.E. Leng Vy, Director General of Local Administration, Ministry of Interior,
Deputy Chairperson, NCDD Secretariat (Project Manager)

2.3. Schedule of the Review

The Joint Review Team worked for 14 days from 11 November to 24 November 2012 in the project target areas for carrying out the following activities.

Day	Date	Activities	Accommodation
1	11 Nov (Sun)	Arrival in Phnom Penh	Phnom Penh

2	12 Nov (Mon)	14: 00-15:00 Interview with NCDDS Working Group (MOI) 16:00-17:00 Interview with H.E. Hou Taing Eng (MOP)	Phnom Penh
3	13 Nov (Tue)	9:30 Courtesy Call to H.E. Sak Setha (NCDDS/MOI) 14:30-15:30 Interview with H.E. Leng Vy (NCDDS/MOI) 16:00-17:00 Interview with MOP NCDDS Working Group (MOP)	Phnom Penh
4	14 Nov (Wed)	9:00-10:00 Interview with H.E. Liv Bunhai (MEF) 14:00-14:30 Courtesy Call to Deputy Governor/H.E Chhreng Sophan (Phnom Penh) 14:30-15:00 Interview with Mr. Hout Hay, Deputy Administrative Director, Mr. Mao Bora, Director of Planning and Investment Division, Mr. Bun Sary, Director of Financial Division 15:00 Moving from Phnom Penh to Siem Reap	Siem Reap
5	15 Nov (Thu)	9:00-10:00 H.E. Nou Phalla, Deputy Governor 10:00-10:30 Mr. Ly Samrith, Administrative Director and Mr. Sok Phal, Deputy Administrative Director 10:30-11:00 Mr. Hen Puthy, Director of Planning & Investment Division 11:00-11:30 Mr. Saom Samsak, Director of Finance Division 14:00-14:30 Mr. Hak Theara, Director of Dep. of Planning 15:00-15:30 Mr. Chhim Kim Sean, Vice Director of Dep. of Economy & Finance	Siem Reap
6	16 Nov (Fri)	8:00-9:00 H.E Chan Sopha, Chairperson Council Members 11:35-12:20 Flying from Siem Reap to Phnom Penh 14:00-14:30 Ms.Mom San Dab, Director of Department of Planning, Phnom Penh 15:00-15:30 Mr. Nget Chendavy, Director of Department of Economy and Finance, Phnom Penh	Phnom Penh
7	17 Nov (Sat)	Drafting Evaluation Report	Phnom Penh
8	18 Nov (Sun)	Drafting Evaluation Report	Phnom Penh
9	19 Nov (Mon)	8:30-9:15 Mr. Sok Sothy (NCDDS) 11:00-12:00 Interview with SIDA 15:00-17:00 Meeting with the Project Team	Phnom Penh
10	20 Nov (Tue)	8:30-9:30 Meeting with H.E. Hou Taing Eng (MOP)	Phnom Penh
11	21 Nov (Wed)	Consultation on MM with NCDDS	Phnom Penh
12	22 Nov (Thu)	11:00-12:00 Report to JICA Cambodia Office 14:30-17:00 JCC	Phnom Penh
13	23 Nov (Fri)	Report to the Embassy of Japan Finalizing the Evaluation Report	Phnom Penh
14	24 Nov (Sat)	Leaving Phnom Penh	Phnom Penh

2.4 Methodology of evaluation

The Team reviewed related documents and information collected through questionnaires and interviews with Japanese experts, Cambodian C/Ps and relevant stakeholders. The Team analyzed the Project from the viewpoints of 1) achievements of the Project, 2) implementation process, and 3) the five evaluation criteria.

2-4-1. Achievements of the Project

Achievements of the Project were measured in terms of Inputs, Outputs, Project Purpose, and Overall Goal in the light of the Objectively Verifiable Indicators of the PDM 1. (see ANNEX 1)

2-4-2. Implementation Process

Implementation process of the Project was reviewed to see if the activities have been implemented according to the schedule shown in the PO, and to see if the Project has been managed properly,

identifying contributing/hindering factors that have affected the implementation process.

2-4-3. Evaluation based on the Five Evaluation Criteria

The Project is evaluated against the Five Evaluation Criteria (see table1) of the OECD Development Assistance Committee (DAC), which is the standard measurement applied by JICA.

Table1 : Five Evaluation Criteria

1. Relevance	Degree of compatibility between the development assistance and priority of policies of the target group, the recipient, and the donor.
2. Effectiveness	A measure of the extent to which an aid activity attains its objectives.
3. Efficiency	Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs. It is an economic term which is used to assess the extent to which aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted.
4. Impact	The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local, social, economic, environmental and other development indicators.
5. Sustainability	Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable.

Source: New JICA Guideline for Project Evaluation First edition (June, 2010) P.23

CHAPTER 3. ACHIEVEMENT OF THE PROJECT

3-1. Achievement of Activities

Large parts of the activities have been implemented in accordance with the Plan of Operations (PO).

Activities for Output 1: Issues on human resource development and countermeasure in relation to local administration management and human resource development are identified by NCDD	
Activities at the commencement of the Project	-The NCDD Working Group (WG) was nominated as a target group for direct transfer of skills and knowledge from PILAC2. The NCDDSWG consists of officers from MOP and MOI as well as 7 CDIU(C/P) officers.
1-1. Capacity Development and Information Unit (CDIU), initiated by JICA experts, conducts basic study on human resources in local administration.	PILAC 2 implemented the following surveys during the 1 st project year. - Survey on Reorganization of NCDD (2010.6) - Capital & District/Municipal/Khan Administrative Management in Battambang Province, Siem Reap Province, Phnom Penh Capital, Monduliri Province (2011.4 - 2011.5) - Study on Human Resource Development: Training Programs for Civil Servants on Local Administration under the Ministry of Interior (2011.6)
1-2. CDIU, initiated by JICA experts, formulates situation analysis report on local administration management and human resources in local	-PILAC2 issued the report on human resource development for local administration. (2011.11) - Based on the report, PILAC2 also formulated the strategy paper on human resource development for local administration. (2011.11) In order to disseminate the result of the survey,

administration with draft human resource development strategy is prepared, with capacity assessment framework established.	PILAC2 conducted a seminar (2011.9), as well as publishing the report to distribute to stakeholders in central and local administration such as capital, 23 provinces, NCDDS, line ministries and other related organizations.
1-3. NCDDS with JICA experts coordinates and shares information with development partners on output 1.	Japanese expert who is in charge of donor collaboration has actively participated on donor meetings on D&D to exchange information.
Activities for Output 2: Operational procedures and practices related to formulation and management of the Five-Year Development Plans at the Capital and Provincial Level the Three-Year Rolling Investment Programs at the Capital and Provincial Level (CPDP) and CPIP at capital and provincial levels is structured by NCDDS, together with Sub-Committee on Sub- national Development Plan and Sub-Committee on Financial and Fiscal Affairs.	
2-1. NCDDS with supporting agencies identifies issues on formulation and management of CPDP and CPIP through basic study with supports of JICA experts.	-PILAC2 conducted a survey and issued the report titled 'Evaluation on Capital/Provincial Development Plans and Investment Programs'. (2011.8-9) -PILAC2 conducted a seminar for stakeholders from capital and the entire province to collect their opinions and shared findings of the survey. Based on the results of the survey, stakeholders concluded that the present CPDP and CPIP need to be improved, which led PILAC2 to revise the guideline for formation of CPDP and CPIP in the 3 rd project year.
2-2. NCDDS with supporting agencies identifies issues on capital and provincial baseline data with support of JICA experts.	-PILAC2 conducted a survey and compiled the result as the report titled 'Situation Analysis of Baseline Data of Socio Economic Condition for Capital/Provincial Development Plans and Investment Programs' (2011.7). The survey result was referred during implementation of training on CPDP and CPIP.
2-3. NCDDS with supporting agencies identifies possible fund sources to materialize CPDP and CPIP and summarize application procedures with supports of JICA experts.	-PILAC2 conducted a survey and compiled the result as the report titled, 'Situation analysis for Potential Sources of Funding for Capital/Provincial Development Plans and Investment Programs. (2011.7) This survey revealed that there were scarce funding resources which local administrations may access for their development projects.
2-4. CDIU in cooperation with supporting agencies develops operation manuals of guidelines on capital and provincial CPDP and CPIP based on 2-1 to 2-3 with support from JICA experts.	-Delay in formation of guideline caused PILAC2 to start formulating the manual based on the draft of guideline. As PILAC2 could take only 3 months (2010.11-2011.1) to complete it, participation of NCDDSWG was very limited. -The manual ended to leave more space to be improved, so as to revise the guideline as well. In the 3 rd project year, the 2 nd JCC approved that PILAC2 would support revision of the guideline prior to revision of the manual.
2-5. CDIU in cooperation with supporting agencies analyzes how selected capital or provinces formulate and manage capital or provincial CPDP and CPIP in response to national policies and needs of citizens with support from JICA experts.	-PILAC2 conducted an evaluation survey on capital/provincial development plans and investment programs by the field visit to Battambang Province, Ratanakiri Province, Kampot Province, and Phnom Penh Capital and questionnaire survey to all provinces (2011.8). -PILAC2 also conducted a review workshop on the results of survey (2012.1). PILAC2 is planning to use the result for revision of the guideline.
2-6. CDIU in cooperation with	-Activity has not been implemented yet.

supporting agencies revises operation manuals of guidelines on capital and provincial CPDP and CPIP with support from JICA experts.	-PILAC2 plans to implement it based on the guideline which will be revised as activity 2-4 during the 3 rd project year.
2-7. NCDD with JICA experts coordinates and shares information with development partners on output 2.	-Japanese expert who is in charge of donor collaboration has actively participated to donor meetings on D&D to exchange information.
Activities for Output 3: The capacity of capital and provincial councilors and relevant officers to implement local administration management to formulate and manage CPDP and CPIP are systematically enhanced by CDIU and supporting agencies.	
3-1. CDIU revises NCDD capacity building plan, with support of JICA experts.	While PILAC2 has supported CDIU to revise the NCDD capacity building plan for the 1 st and 2 nd project year, this revision has stopped since IP3 has started.
3-2. CDIU in cooperation with supporting agencies formulates training implementation plans for local management administration to formulate and manage CPDP and CPIP, with support of JICA experts, based on the output 3-1.	-During the 1 st project year, PILAC2 prepared training programs with NCDDSWG, which consists of the MOI and MOP officials.
3-3. CDIU cooperates with training staffs from supporting agencies as trainers with supports of JICA experts to implement training plans formulated in 3-2.	-PILAC2 conducted training for trainers (TOT) at central level for the selected 30 officers from ministries in the 1 st project year. -The trained officers delivered TOT for 147 government officers at capital and provincial level. -There is no training conducted during the 2 nd year.
3-4. CDIU with supporting agencies formulates training curriculum for local administration management to formulate and manage CPDP and CPIP to implement training plans formulated in 3-2.	-NCDDSWG prepared a training curriculum and materials on local administration management in the 1 st project year.
3-5. CDIU with supporting agencies implements training curriculum for local administration to formulate and monitor CPDP and CPIP, based on 3-2 and utilizing 3-3 and 3-4, with supports of JICA experts.	-PILAC2 supported training for councilors and government officers during the 1 st project year as follows. 1) Top management seminar for capital and provincial councilors and governors (90 participants) (2011.2) 2) Practical training for the officers at capital and provincial level. (1,270 participants) (2011.2-3) 3) Workshop for Management level officers at capital and provincial level. (971 participants) (2011.2-3) -In addition to training/workshop above, PILAC2 exceptionally supported training for officers at district/municipal/khan level. (6,885 participants) (2011.2-3) ¹
3-6. CDIU monitors the performance of capital and all	-Not yet implemented. -While PILAC2 has supported CDIU's NCDD capacity

¹ PILAC2 has conducted 21 kinds of training/workshops with total participants of 9,998 up to Nov. 2012. The detailed information of training/workshops is listed in Annex 4.

provinces with supports of JICA experts.	development plan in FY2011, progress has not seen yet. -PILAC2 conducted a preparatory workshop (2011.12) for capacity evaluation framework with invited officials from Kampong Cham Province and Takeo Province
3-7. JICA experts, together with Capacity Development and Information Unit and supporting agencies prepare training package for local administration management, compiling training implementation plans, training curriculums and training manuals formulated in 3-2, 3, and 4.	-PILAC2 is planning to prepare the training package of local administration management in the 4 th project year.
3-8. NCDDs with JICA experts coordinates and shares information with development partners on output 3.	-Japanese expert in charge of donor coordination has actively participated donor meeting to exchange information as follows. 1) Attendance to donor meeting and sector WG for exchange of information 2) Collaborate to formulate IP3 as one of DPs 3) Monthly reporting on D&D 4) Contribution to Program Based Approach -As the result of above activities, PILAC2 has smooth channels with DPs and has played an important role as a DP for supporting D&D reform. <Activities planned for 3 rd and 4 th project periods> -To reflect the results of PILAC2 to M&E of IP3 to derive recommendation and lessons learned -To incorporate collaboration system among DPs -To accelerate dialogues between the RGC and DPs

3-2. Achievement of Outputs

The following are the achievements of the three Outputs based on the Objectively Verifiable Indicators in the PDM1.

Output1. Issues on human resource development and countermeasure in relation to local administration management and human resource development are identified by NCDD	Indicators: 1-1) Situation analysis report on local administration management and human resources in local administration with draft human resource development strategy is prepared, with capacity assessment framework established by CDIU. -PILAC 2 developed a draft report on local administration management and human resource development. <i>Therefore, the indicator 1-1 has been already achieved.</i>
	1-2) Human Resource Development Strategy for local administration management, formulated based on situational analysis report, is approved by NCDD. -The local administration human resource development strategy was already developed (activity1-2), and shared with Cambodian stakeholders. On the other hand, the strategy will unlikely be approved, as NCDD is supposed to approve national level programs. <i>Therefore, the indicator 1-2 will not</i>

	<i>be achieved in the present government system.</i>
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Output2: Operational procedures and practices related to formulation and management of CPDP and CPIP at capital and provincial levels is structured by NCDDDS, together with Sub-Committee on Sub-national Development Plan and Sub-Committee on Financial and Fiscal Affairs.	Indicators: 2-1) Operation manuals of guidelines on capital and provincial CPDP and CPIP is formulated in response to national policies and needs of citizens by CDIU and supporting agencies. -The survey report issued in the 2 nd project year identified that most of provinces and capital formulated their CPDP and CPIP according to the manual. <i>Therefore, the indicator 2-1 has been achieved already.</i>
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Output 3: The capacity of capital and provincial councilors and relevant officers to implement local administration management to formulate and manage CPDP and CPIP are systematically enhanced by CDIU and supporting agencies.	Indicators: 3-1) Training package of CPDP and CPIP management composed of training implementation plans, and training manuals by CDIU and supporting agencies. -PILAC2 has developed the training package as activity 3-7. <i>Therefore, the indicator 3-1 has been achieved already.</i> 3-2) Capacity assessments are implemented based on the framework established in Output by CDIU and supporting agencies. <i>Achievement is not verified as the capacity assessments were not yet be implemented</i>
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3-3. Achievement of the Project Purpose

The Project Purpose:

Capacity of local administration at capital and provincial level to formulate and manage 5-year development plans and 3-year rolling investment programs is established

Stated as follows, PILAC2 has already achieved its goal in terms of assisting officers at Province/Capital to formulate CPDP and CPIP. On the other hand, appropriate indicators need to be set up to measure the capacity of stakeholders more precisely.

Indicator 1) Monitoring reports on CPDP and CPIP are timely submitted from capital and all provinces to NCDDDS	<i>The indicator 1 is not evaluable, since the monitoring report itself does not exist. After the training was implemented (2011.11), CPDP and CPIP were formulated at all the provinces and capital. CPIP is also revised by them as regulated in the guideline. Through these facts, capacity of officers at province/capital level for formulation of CPDP and CPIP can be regarded as improved indirectly.</i>
Indicator 2) Capital and provincial councils are able to monitor and analyze the changes from baseline index of basic regional socio-economic situations in capital and all provinces.	<i>Achievement is unknown. Indicator 2 also needs to be revised as ability of capital and provincial councils to monitor and analyze the changes of regional socio-economic situation is not directly representing their ability in formation and manage CPDP and CPIP.</i>

3-4. Achievement of Overall Goal

Overall goal:

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A strategic system to formulate and manage CPDP and CPIP is operationalized at capital and provincial level with strong ownership aiming at improving socio-economic situations.

While the Overall goal is supposed to be achieved around 3 years after the project's end, PILAC2 has shown its achievement as follows.

Indicator1) CPDP and CPIP at capital and provincial level are formulated, implemented, and monitored even after the 2 nd election according to guidelines in capital and all provinces.	All the provinces and the capital administrations formulated the first CPDP and CPIP and the guideline will be revised before PILAC2 will end its support. Therefore, <i>it is highly prospected that they will continuously be able to formulate CPDP and CPIP with their own initiatives.</i>
Indicator2) Baseline index of capital and province is improved by xx % from the completion of the project in capital and all provinces.	The indicator 2 of the Overall Goal needs to be revised because there is a logical gap between the improvement of baseline index of capital and province and the project's achievement for improvement of capacity in formulating CPDP and CPIP by capital and provincial administrations.

CHAPTER 4. IMPLEMENTATION PROCESS

4-1. Implementation of activities

Most of activities under PILAC2 have been implemented as planned with some exceptions stated as follows:

- PILAC2 had to develop the training manual (activity 2-4) based on the draft guideline in a very short period of time with very much limited participation of NCDDSWG as completion of the guideline delayed nearly one year. The guideline itself also needs to be revised, and the 2nd JCC approved PILAC2 to revise it prior to revision of the manual.
- While PILAC2 supported CDIU in revision of NCDD capacity building plan (activity 3-1), the revision is not mentioned in IP3.
- PILAC2 delivered training for D/M/K level with 6,885 participants (2011.3) by financial collaboration with DANIDA (activity 3-5).

4-2. Methodology/skill transfer

4-2-1. The cascade approach for training

PILAC2 conducted training with the cascade style in 2011. Since the training focused on process and legal registration for CPDP formation and training period was very short, the cascade style was appropriate as measure to disseminate knowledge and information. At the same time, however, skill transfer with the cascade style may cause knowledge loss in process and require a large amount of human and financial resources at central level as well. It is worthwhile to start discussing about measures how to transfer skills and knowledge systematically and sustainably without PILAC2 assistance in future.

4-2-2. Skills delivered from Japanese Experts

Through the training and workshops, Japanese experts have delivered variety of new methodologies for better analysis of socio-economic situation as well as management of training/workshop by NCDDSWG at provinces and capital.

*Analytical methodologies for planning formation such as problem analysis, solution analysis, and SWOT analysis

*Training/Workshop management (from planning to evaluation)

*Facilitation

4-3 Project Monitoring system

4-3-1 Reporting system

PILAC2 has been monitoring activities in accordance with JICA's monitoring regulation, as well as Joint Coordination Committee. PILAC2 has submitted periodic report on its activities to JICA Cambodia Office, receives consultation as needed.

4-3-2 Joint Coordination Committee (JCC)

JCC, as the highest decision making mechanism held twice in June 2011 and April 2012 so far to discuss and approve the PILC2 activities and its direction.

4-3-3 JICA Consulting Survey

JICA Consulting Survey was conducted in January 2012 to clarify 1) Project implementation structure, 2) Progress of PILAC2, 3) Indicators in PDM, and 4) Direction of PILAC2 and relation with IP3, and trends in DPs' assistance

CHAPTER 5. EVALUATION BY FIVE EVALUATION CRITERIA

5-1. Relevance

Relevance of this project is high as evidenced by the following factors:

The objectives and activities of PILAC2 are in line with a series of Cambodian Laws, policies, and Programs as follows:

5-1-1. Relevance in terms of consistency with Cambodian Policies and Programs

● The Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans (2008)

The Law regulates the Capital and Provinces shall establish CPDP and CPIP. PILAC2 has supported councilors, governors and administrative officials at Capital and Province level to formulate, monitor, and revise CPDP and CPIP as its main objectives.

● National Program for Sub-National Democratic Development (NP-SNDD) (2010.5)

NP-SNDD has 3 phases in which the 1st phase (2010-2012: IP3) aims at establishment of system for D&D, the 2nd phase (2013-2015) as implementation of the system and the 3rd phase (2016-2019) for settling down of the system. Covering the 1st and 2nd phases, PILAC2 is also consistent with the NP-SNDD in terms of strengthening of system of D&D and capacity of stakeholders at provincial level.

● The First 3 Years Implementation Plan (IP3) for 2011-2013 under the NP-SNDD (2010.11)

The IP3 is focusing on establishing and developing the capacity of Districts and Municipalities as institutions for both local governance and local development. PILAC2 has contributed to implementation of the IP3 in the Sub-Program 1b (capacity development of councilors), the Sub-Program 2 (capacity development of officers at capital, province, municipal, commune level), as well as the Sub-Program 5 (formation system and capacity building in development planning)

● The Draft Policy Framework on Planning System at Sub-National Level (2012.10)

The Policy Framework has been drafted to provide a clear guidance for planning and local

development at sub-national level. The latest draft divides planning system into 4 different types such as 1) Mega City Planning, 2) Regional Planning, 3) Urban Planning, and 4) Rural Planning. The latest draft of the framework also defines the CPDP and CPIP more in detail than the previous version. It is observed among stakeholders of PLAC2 as no effect to its activities as long as the guideline and manual that PILAC2 is revising will be in line with the content of framework.

5-1-2. Relevance to related organizations and target groups' needs

PILAC2 is meeting the needs of NCDDDS in facilitation of CPDP and CPIP formation at capital and provincial level on time with certain quality in terms of integration of planning at all the levels of SNAs with active participation of stakeholders. NCDDSWG members have not only understood planning process but also enhancing their skills as trainers to provincial level through TOT and OJT provided by PILAC2.

It was the first time for the Planning Working Group (PWG) and its assisting team to formulate CPDP and CPIP at provincial level, and PILAC2 contributed to their smooth operation through providing training on detailed procedures and analytical methodologies.

5-1-3. Demarcation of support by other DPs

At the time of planning of PILAC2, clear demarcation of support among DPs was one of the reasons to put its focus on provincial level, which received scarce support from other DPs. Some DPs are now shifting their interests from establishment of financial system at SNAs with D/M fund to planning at district level.

5-2. Effectiveness

Effectiveness of this project is as very high evidenced by the as following factors:

5-2-1. Prospect of achievement of the Project purpose

As described above, the Team finds that the Project purpose has been achieved much further than expected in terms of formation and utilization of CPDP and CPIP at capital and provinces. The significant achievement is resulted from:

- Training on CPDP and CPIP delivered from PILAC2 was very effective for the PWG and its assistant team to analyze the situation.
- The PWG assistant team was functioning as a consolidated team for formation of CPDP and CPIP. The responsibility among team members were relatively clear and they formed a detailed task schedule with due date for each task. While collaboration among PWG and assistant team was remarkable, some conflicts between the members from planning and investment division and provincial departments of planning were also identified during formation process. It is expected that clear demarcation of task will be established for mutual understanding between each party.

5-3. Efficiency

Efficiency of this project is high as evidenced by the following factors:

5-3-1. Achievement of the Outputs

As stated above, indicators for Output 1 and 2 have been mostly achieved. The revised training

package will be produced in the 4th project year as planned.

5-3-2. Inputs

1) Japanese side

The Japanese experts have been appropriately dispatched in terms of their expertise and number. Equipment and local cost have been provided as planned.

A variety of training and workshops have been implemented in Cambodia, while some of them were delayed due to external conditions. PILAC2 also conducted training in Japan and Indonesia for stakeholders from central and capital/provincial level. Training on planning formation for government officials at D/M/K level was conducted as an exception since there was no support from other DPs in transition period of IP3.

2) Cambodian side

The Project director and project manager are committed to capacity development of officers at provincial/capital level as well as central level. There were also some NCDDSWG members who have joined PILAC1, which is a vital power to management of PILAC2.

3) Contributing / hindering factors for achievement of the Outputs

● Contributing factors

- The cascade style of training was functioning efficiently and effectively to disseminate skills and knowledge to formulate CPDP and CPIP for thousands stakeholders in short period of time.
- All the documents needed for making 5 Year Development Plan and 3Year Investment Rolling Program were standardized in the manual, and the formats are similar to those of D/M/K levels.
- Donor coordination through attending donor meetings and thematic working group functioned to exchange information as well as evading deprecation of activities among DPs. Collaboration with DANIDA for training at D/M/K levels largely contributed to efficient project implementation, and close communication with DANIDA attributed to the success of the training.
- PILAC2 also cooperated with Project of Capacity Development of Provincial Rural Development in Northeastern Provinces (PRDNEP) supported by JICA through implementing training and survey in Ratanakiri and Mondulkiri provinces.

● Hindering factors

- Delay in completion of the guideline limited available time for a full range of participation of NCDDSWG to produce the training manual.
- As coping with reorganization process of NCDDS, PILAC2 started a survey on situation analysis of organizations and human resource of SNAs half year later than as planned.
- NCDD has been restructuring its policy framework of planning at SNAs since beginning of 2012 as drafting Sub-National Planning Policy Framework. The Framework may affect contents of the guideline and training manual that PILAC2 is revising at present. It would be a concern in PILAC2 that implementation of training might be delayed if the contents of the framework are not confirmed by March 2013.

5-4. Impact

There are significant impacts emerged already.

5-4-1. Impact to the D&D reform, related policy and regulations

As mentioned above, PILAC2 was approved by JCC to revise the guideline for formation of CPDP and CPIP, and the revised guideline will be the base for revision of the manual.

5-4-2. Impact to Target Group

Some of NCDDSWG members have been actively assisting overall national programs utilizing facilitation skills and knowledge obtained through PILAC2 activities, and are now acknowledged as the core trainers at central level.

The Team identified that Phnom Penh Capital's additional efforts to align their CPDP to the existing 15 years development plan. Also, all the development projects are based on the CPDP and CPIP in Phnom Penh Capital, of which 61% are actually implemented. As the result, CPIP is largely revised every year to reflect the actual situation of the Capital.

As for Siem Reap Province, 40% of development projects are implemented. The Provincial government of Siem Reap uses their CPIP for monitoring of its projects. They also recognize their CPDP and CPIP as the basic documents for new council to be elected in 2014, which will foster transparency and rationale of next provincial plan. They even use CPDP and CPIP when they negotiate about development projects with DPs.

From these observations, it can be said that Provinces recognized independently that the formation of CPDP and CPIP means more than just the preparation of project implementation or a shopping list for the project. This impact of PILAC2 should be highlighted, and the importance of planning documents to strengthen accountability in development, to, enhance private and public partnership in combination with a comprehensive sector-wide project list and the contribution of scientific research activities on economic growth and poverty reduction with province-wide socio-economic indicators, should be recognized by all the councilors and governors in Province/Capital.

On the contrary, it should be also noted that there was a comment expressing that people at commune levels are rather disappointed to know that their requested projects are not fully realized and lose their motivation. There are actually very limited budgets at provincial level and the real situation of budget and implementation of projects are still unclear in province and capital.

5-5. Sustainability

Sustainability of this project is moderate as evidenced by the following factors:

5-5-1. Policy Aspect

The D&D reform is expected to proceed slowly but steadily after support from PILAC2 ends in 2014. Capacity development of councilors, governors, and officers at SNAs for formulation of CPDP and CPIP is observed as a high priority in related national policies and programs to realize D&D reform.

The main objective of the 2nd IP3 will be a functional transition from the central to SNA level, and a functional assessment has already been started. Sub-National Planning Policy Framework is also under discussion among NCDD. It is necessary for PILAC2 to observe and closely catch up the tendency of these polies and programs, and to adopt its activities flexibly so as to secure

sustainability of its benefit to stakeholders at SNAs.

5-5-2. System and financial aspect

PLAC2 has strengthened capacity of NCDDSWG members to support officers at province/capital level especially for formation of CPDP and CPIP. Since NCDD is a transitional entity for implementation of the D&D reform, so is the NCDDSWG. It is necessary for the RGC to clarify responsibilities of MOI and MOP and other related ministries for capacity development of officers at central and SNA levels, as well as to have certain measures to maximize the experience, skill and knowledge of NCDDSWG members obtained through PILAC2 activities.

As for financial aspect, PILAC2 survey identified that financial source is very scarce for development projects at all provinces. Without actual implementation of projects at each level of SNAs, it would be very difficult for the people to sustain their motivations to participate in planning process at provincial level.

5-5-3. Skill and knowledge aspect

The cascade style of training takes months to transfer skill and knowledge with large human and financial resources of central level. It is envisaged to seek for further decentralization of training function to SNAs especially province level.

CHAPTER 6. CONCLUSIONS

The Team confirmed that inputs, activities, outputs and project purpose defined in the present PDM are mostly in progress or largely accomplished. The progress of the Project from five evaluation criteria is summarized as follows:

Criteria	Evaluation
Relevance	High. PILAC2 aligns with the laws and policies related to the D&D reform. PILAC2 has met needs of NCDD to promote formulation of CPDP/CPIP at provincial level.
Effectiveness	Very high. CPDP and CPIP were formulated at all provinces and capital and approved by respective councils which prove capacity of local administration is largely established.
Efficiency	High. Accumulated past/on-going assets in related Project contribute to achievement of Outputs. Collaboration with DANIA should be mentioned.
Impact	There are significant impacts emerged already in terms of continuous revise of CPIP and effective utilization of CPDP and CPIP.
Sustainability	Moderate. Although capacity development of stakeholders at SNA level is expected as high priority in future as well, organizational and financial perspectives at provincial level are not clear yet.

CHAPTER 7. RECOMMENDATIONS

7.1. Recommendations to the National Committee for Sub-National Democratic Development Secretariat (NCDD)

7-1-1. NCDD in close cooperation with the Ministry of Planning (MOP) shall finalize and initiate the Development Plan Policy Framework that is the base for the guideline of the 5-year Development Plan and the 3-year Investment Program by the late first quarter of 2013, at the same time, review and revise guidelines will be executed, if necessary.

7-1-2. As 2 members of MOP in the NCDDSWG for PILAC2 have recently retired respectively being re-posted, NCDDS shall request the MOP to assign at least 2 new members to the working group.

7-1-3. Prior to the terminal evaluation in September 2014, NCDDS should make a decision which governmental body will take over the responsibilities of the NCDDSWG in order to retain the amassed knowledge and expertise and preserve it beyond the existence of PILAC2.

7-2. Recommendations to the Project

7-2-1. Upon further revising the manuals and guidelines for the development of the 5-year Development Plan and 3-year Investment Program, the Project shall apply a more effective OJT approach by involving and mentoring the members of the NCDDSWG in order to ensure knowledge transfer and achieve sustainability on a long scale.

7.3. Recommendations to NCDDS and the Project

7-3-1. Whereas the responsibilities of the Ministry of Interior (MOI) and the MOP are paramount in developing the 5-year Development Plan and the 3-year Investment Program as well as providing the required professional training to the official in capital/provincial administration, it is recommended by the review mission that both Ministries continue their good cooperation but also place additional efforts in the activities of the NCDDSWG for PILAC2. Simultaneously the Japanese experts should also step up to ensure a closer partnership with the Ministries so external knowledge input will lead to desirable outputs and synergies.

7-3-2. As for the training course on management of capital/provincial administration targeting high ranking officials like Governors, Deputy Governors, and Provincial Administrative Director, sought by NCDDS, both the Project and NCDDS should hold more discussion to decide on the relevant content and anticipated timeline. Consultations with JICA Cambodia Office should follow to finalize the implementation of this concrete training activity.

7-4. Recommendations to the Joint Coordination Committee (JCC)

Based on the findings of the midterm review JCC shall review the PDM1 and revise it accordingly.

Annex 3 Records of Input

3-1 Input Result

<Japanese Side Input>

① : Phase1 (2010.3-2011.7) ② : Phase2 (2011.8-2012.5) ③ : Phase3 (2012.6-2013.9)

Input Item	Plan		Actual			Information Source
Dispatched Experts	As of September 2012	<R/D>	Chief Advisor/Administration/Capacity Development I		① 7.17+5.50+1.26M/M (Assigned by JICA: 7.17+5.50:Assigned by IC Net 1.26) ② 4.23+0.17M/M(Assigned by JICA:Field Work+Office) ③ 1.93M/M (Assigned by JICA)	-R/D -PILAC2 Phase 1 Project Completion Report, and PILAC2 Phase 2 Project Completion Report -JICA Experts
	-Chief Advisor/Administration/Capacity Development I	-Chief Advisor/Administration -Capacity Development -Training System -Human Resource Development	Capacity Assessment/Human Resource Development/Training System/Capacity Development II		① 6.53+1.90M/M(Assigned by JICA + Assigned by IC Net) ② 2.06M/M (Assigned by JICA) ③ 0.00M/M (Assigned by JICA)	
	-Capacity Assessment/Human Resource Development/Training System/Capacity Development II	-Development Planning I -Training Implementation Support/Project Coordinator -Development Planning II/ Donor Coordination	Development Planning		① 6.13M/M (Assigned by JICA) ② 3.33M/M (Assigned by JICA) ③ 1.36M/M (Assigned by JICA)	
	-Development Planning		Donor Coordination		① 10.33M/M (Assigned by JICA) ② 3.00M/M (Assigned by JICA) ③ 1.50M/M (Assigned by JICA)	
	-Donor Coordination		Training Implementation Support		① 4.00M/M (Assigned by JICA) ② 1.00+0.13M/M (Assigned by JICA+ Assigned by IC Net) ③ 1.00M/M (Assigned by JICA)	
	-Training Implementation Support/Project Coordinator		Project Coordinator		① 4.00+3.83M/M(Assigned by JICA+ Assigned by IC Net) ② 2.00+4.63M/M (Assigned by JICA+ Assigned by IC Net) ③ 1.00+2.00M/M (Assigned by JICA+ Assigned by IC Net)	
	Remark: Although task assignments among the team members have been adjusted due to the member change, specialized fields are kept same as agreed R/D.				(As of September 2012)	
Donated Equipment	<R/D> -Personnel Computers -Projectors -Printers -PA Equipment		-Personnel Computer / 1 unit (Project Phase 1) <u>Total Amount ¥173,880.00</u> *Additional office equipment were not necessary because they were ready for use from the former project, the Project on Improvement of Local Administration in Cambodia,			- PILAC2 Phase 1 Project Completion Report -JICA Experts
Local Staff			Local staff at PILAC2 project office / 3 persons, Secretary / 1 person, Cleaner/ 1 person (Only in Phase 1), Project Car Driver / 1 person, and Short-Term Contract			-JICA Experts

		Research Assistant / several	
Project Operati on Cost		Expenditure for research, training preparation support, and training implementation	-JICA Experts

<Cambodian Side Input

Input Item	Plan	Actual	Information Source
C/P Placement	<R/D> -Project Director: Secretary f State, MOI/ Chairperson of NCDD Secretary -Project Manager: General Director of GDLA, MOI/ Deputy Chairperson of NCDD Secretary -Project Staff: Staff of Capacity Development and Information Unit, Policy Team	-Project Director: Secretary of State, MOI / Chairperson of NCDD Secretary -Project Manager: General Director of GDLA, MOI / Deputy Chairperson of NCDD Secretary - Project Staff: Staff of Capacity Development and Information Unit, Policy Team Remark: The organization change of NCDD Secretary was conducted at the beginning of 2012 and this unit doesn't exist at present. So, another new organization of NCDD Secretary will be selected as a counterpart organization.	-JICA Experts
Office + Equipment	<R/D> -Building or office space	-Project Office/ 1 room without any utility charges	-JICA Exerts
Others	<R/D> Not specific.	- The NCDD Working Group composed of staff from MOI and MOP and local consultants employed by NCDD Secretary is cooperating with PILAC2. (31 persons / As of September 2012)	-JIAC Experts

Annex 4. PILAC2

List of Workshops, Seminars, Training Programs

	Title	Date	Duration	Target Group	Number of Participants persons	Purpose	Remarks
			(day)				
1	Kick-off Workshop	2010/5/26	1	NCDDDS, DPs, Other concerned officials	21	1) To disseminate the project beginning and the general overview of the project to the concerned people like NCDDDS and DPs.	
2	Kick-off Meeting for PILAC2 Working Group	2010/11/19, 24, 25	3	NCDDDS Working Group	18	1) to share the overview of PILAC 2 activities and the function of Working Group , and 2) to review and revise the manuals prepared based on CPDP/CPIP guidelines drafted by PILAC 2	
3	Training Curriculum Development Workshop	2010/12/21-23	3	NCDDDS Working Group	20	1) to review training materials for Capital/Provincial TOT and Capital/Provincial training, and 2) to prepare a trial workshop in Mondulakiri Province.	
4	Trial Workshop in Mondulakiri Province	2010/12/27-30	4	Officials from Mondulakiri Provincial hall, line departments, and district offices	86	1) to test draft training materials prepared by PILAC2	This is a collaborative activity with JICA
5	TOT for Core Trainers	2011/1/24-28	5	The candidates of Core Trainers assigned from MOI, MOP, MEF, MORD, MOWA.	30	1) to develop the capacity for conducting Capital/Provincial TOT on CPDP/CPIP formulation	As for details, please refer to Training Program Implementation Report PILAC2.
6	TOT for Capital/Provincial Trainers	2011/1/31-2/4	5	Candidates of Capital/Provincial Trainers from Capital/Provincial halls	147	1) to develop the capacity for implementing Capital/Provincial level training on CPDP/CPIP formulation	↓
7	Workshop on the Review of Training Programs for Cambodian Local Officials (1)	2011/2/9	1	Officials from Council of Minister, Ministry Foreign Affairs & International Cooperation, MOC, MOI, Kandal Provincial Hall, Phnom Penh	11	1) to examine conditions and necessary actions in order to apply popular training programs in Japan to Cambodian local administrations.	
8	Top Management Seminar	2011/2/15	1	Capital/Provincial Council Chairpersons, Governors, other high-ranking officials	90	1) to introduce the purpose and outline of CPDP/CPIP formulation process to top management personnel at the Capital/Provincial and central level	As for details, please refer to Training Program Implementation Report PILAC2.
9	Workshop on the Review of Training Programs for Cambodian Local Officials (2)	2011/2/25	1	High ranking officials from MOI, MEF, MOP, SSCS, CAR, EFI, RSA, DPs, HRM Div. of Capital/ Provincial Halls (Phnom Penh, Kampong Cham, Sihanouk Ville, Siem Reap, Battam	17	1) to introduce training programs implemented in Japan that are viable even under Cambodian context, and 2) to introduce the key aspects of training schemes in Japan	
10	Capital/Provincial Management Workshop	2011/2/21-3/7,14	1	Council members, Board of Governors, and other high-ranking officials at the Capital and Provincial level	971	1) to introduce the outline of CPDP/CPIP formulation process for the decision-makers of high-ranking officials at the Capital/Provincial level	As for details, please refer to Training Program Implementation Report PILAC2.
11	Capital/Provincial Training Course	2011/2/21-3/7	4	Planning Working Group and other support staff members: Deputy Governors, council members, Capital/Provincial hall officials, and officials of line departments	1,270	1) to introduce the CPDP/CPIP formulation process , and 2) to develop capacity to prepare necessary documents and data for the CPDP/CPIP formulation	↓

12		Municipal/District/Khan training Course	end of February - Middle of March	4	Municipal/District/Khan Planning Working Group and other support staff members	6,885	1) to introduce the DPDP/CPIP formulation process, and 2) to develop capacity to prepare necessary documents and data for the DP/IP formulation at District/Municipal/Khan level	This is a collaborative activity with DANIDA.
13		Review Meeting	2011/4/8	1	Core Trainers	22	1) to share the result of training programs implemented in Phase 1, and 2) to review and exchange experiences among Core Trainers during	
1	Phase 2	Dissemination Seminar on PILAC2 Phase1Activities	2011/9/13	1	HRM Division of 5 Provinces (PP, KPC, SHV, SR, BAT), MOI, MOP, MEF, MRD, MWA, SSCS, CDC, DPs	60	1) to disseminate the project outputs realized in Project Phase 1	
2		Preparatory Workshop for the Review on CPDP/CPIP	2011/12/7	1	NCDDS Working Group, Kandal Provincial Hall, Department of Planning (Kandal Province)	19	1) to introduce the outline of the workshop for the review on CPDP/CPIP in January 2012, and 2) to develop the facilitators for the workshop	
3		Capacity Monitoring Framework Workshop	2011/12/15-16	2	Officials from Provincial Hall, Department of Eco.&Finance, Department of Planning (Takeo and Kampong Cham)	20	1) to collect the information for preparing the Capacity Monitoring Framework (CMF)	
4		2nd Preparatory Workshop for the Review on CPDP/CPIP	2012/1/11	1	NCDDS Working Group	10	1) to enhance the facilitation skills for the workshop for the review on CPDP/CPIP in January 2012	
5		Workshop for the Review on CPDP/CPIP	2012/1/16-17,19-20	2 2times	Council members, Deputy Governors, officials from Planning&Investment Div., Administration Div., Department of Planning, and Capacity Building Advisor (24Capital/Province)	228	1) to share the experience accumulated in CPDP/CPIP formulation process, 2) to share the findings of an evaluation study conducted by PILAC2, and 3) to discuss the ideas for improving CPDP/CPIP formulation	
1	Phase 3	PILAC2 Phase 3 Kick-off Workshop	2012/7/13	1	NCDDS Working Group members	16	1) to share the objectives and common understanding of PILAC2 Phase 3 activities, 2) to share the recent progress related to the Development Plans and Investment Programs, and	
2		1st meeting for revising guidelines and manuals on CPDP/CPIP	2012/11/1-2	2	NCDDS Working Group members	24	1) to share the schedule, task distribution, and cooperation principles for implementing Phase 3 and Phase 4 activities 2) to prepare the workshop for the review of guidelines and manuals on CPDP/CPIP	
3		Workshop for the Revision of Guidelines and Manuals on CPDP/CPIP	2012/11/7-8	2	Council members, Deputy Governors, officials from provincial halls, line departments such as Planning, Women Affairs, Health, Education/Youth/Sports, Economic&Finance, Agriculture (3 Provinces: Kep, Kampong Cham,	33	1) to share what the participants had done and felt in the process of CPDP/CPIP formulation, and 2) to make concrete suggestions for the future revision and improvement of the guidelines and manuals on CPDP/CPIP	

*PRDENEP=Capacity Development of Provincial Rural Development in Northeastern Provinces

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PLAC 2 PDM

Project Title: Capacity Development in Implementing the (Grand) Law of Capital and Provincial Law (PLAC2)

PDM Version: 1

Implementing Agency: Capacity Development and Information Unit (CIDI) under NCDDC

Supporting Agencies: Relevant government offices at Central (Department of Labour, Ministry of Planning and Ministry of Economy and Finance, NCDDC Sub-Committee on Sub-national Development Plan and Sub-Committee on Forecast and Fiscal Affairs)

Target Group: Central and provincial agencies, based on government administration offices at capital and provincial level, representatives from the departments at capital and provincial level, and related key position at national level

Duration: 3 years

Date: Revisiting Project (May 2009)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Transfer Assumptions
Overall Goal: A strategic system to formulate and manage 5-year development plans and 3-year rolling investment programs at capital and provincial level and strengthen capacity building in managing socio-economic activities.	1. 5-year development plan and 3-year rolling investment program at capital and provincial level formulated, implemented, and disclosed even after the 2nd period according to guidelines of capital and all provinces. 2. Economic index of capital and province is improved by 1% within the cooperation of the project in capacity building and all resources.	1. Formulate 5-year development plan and 3-year rolling investment program at capital and all provinces. 2. Monitoring reports.	The government continues to drive development and management framework of development plans and investment programs.
Project Purpose: Capacity of local administration at capital and provincial level to formulate and manage 5-year development plans and 3-year rolling investment programs is enhanced.	1. Monitoring reports on 5-year development plan and 3-year rolling investment programs at capital and all provinces to NCDDC. 2. Check and provide guidance and advice to monitor and analyze the changes from baseline index of local economic and socio-economic activities in capital and all provinces.	1. Formulate development plans and investment programs. 2. Guidelines on capital and province 5-year development plans and 3-year rolling investment programs. 3. Quarterly manuals of guidelines on capital and provincial 5-year development plan and 3-year rolling investment programs. 4. Monitoring reports.	The government identifies the budget source for the implementation of capital and provincial development plans. Capital and provincial government to levels of development plans and advice from the implementation of development plans. The respective agencies responsible for human resource development and training of local administration management continue to utilize the transferred outcomes.
Outputs: 1. Report on human resource development and management in relation to local administration management and human resource development are developed by NCDDC. 2. Operational procedures and practices related to formulation and management of 5-year development plans and 3-year rolling investment programs at capital and provincial level is structured by NCDDC, together with Sub-Committee on Sub-national Development Plan and Sub-Committee on Forecast and Fiscal Affairs. 3. The capacity of capital and provincial administration and relevant offices to implement local administration management to formulate and manage 5-year development plans and 3-year rolling investment programs are systematically enhanced by Capacity Development and Information Unit and supporting agencies. 3.1 NCDDC with JICA experts facilitates and shares information with development partners on output 1. 3.2 Capacity Development and Information Unit and supporting agencies.	1.1 Situation analysis report on local administration management and human resources at local government with local human resource development framework established by Capacity Development and Information Unit. 1.2 Human Resource Development Strategy for local administration management, developed based on Assessment analysis report, is approved by NCDDC. 2.1 Operational manuals of guidelines on capital and provincial 5-year development plan and 3-year rolling investment programs is formulated in response to training needs and needs of capacity building by Capacity Development and Information Unit and supporting agencies. 3.1 Training package of 3-year development plan and 3-year rolling investment programs management composed of training implementation plan, and training materials by Capacity Development and Information Unit and supporting agencies. 3.2 Capacity development is implemented based on the framework established in Output by Capacity Development and Information Unit and supporting agencies.	1.1 Situation analysis report on human resource in local administration. 1.2 Approved Human Resource Development Strategy for local administration management. 2.1 Manual on 5-year development plan and 3-year rolling investment programs. 2.2 Formulate operational manuals of guidelines on capital and provincial 5-year development plan and 3-year rolling investment programs. 3.1 Approved NCDDC capacity building plans. 3.2 Training materials for local administration management. 3.3 Training materials on 5-year development plan and 3-year rolling investment programs management.	
Activities: 1. (Results on human resource development and management in relation to local administration management and human resource development are identified by NCDDC) 1.1 Capacity Development and Information Unit, followed by JICA experts, conduct basic study on human resources in local administration. 1.2 Capacity Development and Information Unit, assisted by JICA experts, facilitates situation analysis report on local administration management and human resources in local administration with local human resource development strategy is assessed, with capacity development framework established. 1.3 NCDDC with JICA experts facilitates and shares information with development partners on output 1. 2. (Operational procedures and practices related to formulation and management of 5-year development plans and 3-year rolling investment programs at capital and provincial level is structured by NCDDC, together with Sub-Committee on Sub-national Development Plan and Sub-Committee on Forecast and Fiscal Affairs.) 2.1 NCDDC with supporting agencies identifies issues on formulation and management of 5-year development plans and 3-year rolling investment programs through basic study with support of JICA experts. 2.2 NCDDC with supporting agencies identifies issues on capital and provincial planning data with support of JICA experts. 2.3 NCDDC with supporting agencies identifies possible kind results in managing 5-year development plans and 3-year rolling investment programs, and formulate legislative procedures with support of JICA experts. 2.4 Capacity Development and Information Unit cooperation with supporting agencies develops training materials of guidelines on capital and provincial 5-year development plan and 3-year rolling investment programs based on 3.1 to 3.3 with support from JICA experts. 2.5 Capacity Development and Information Unit cooperation with supporting agencies analyzes how to meet capital and provincial interests and manage capital at provincial 5-year development plans and 3-year rolling investment programs in response to national policies and needs of capacity building from JICA experts. 2.6 Capacity Development and Information Unit in cooperation with supporting agencies identify operational manuals of guidelines on capital and provincial 5-year development plans and 3-year rolling investment programs with support from JICA experts. 2.7 NCDDC with JICA experts coordinates and shares information with development partners on output 2. 3. (The capacity of capital and provincial administration and relevant offices to implement local administration management to formulate and manage 5-year development plans and 3-year rolling investment programs are systematically enhanced by Capacity Development and Information Unit and supporting agencies.) 3.1 Capacity Development and Information Unit reviews NCDDC capacity building plan with support of JICA experts. 3.2 Capacity Development and Information Unit cooperation with supporting agencies formulates training implementation plans for local administration management to formulate and manage 5-year development plans and 3-year rolling investment programs with support of JICA experts based on 3.1 and output 2.1. 3.3 Capacity Development and Information Unit cooperation with training staff from supporting agencies on capacity building with support of JICA experts to implement training plans formulated in 3.2. 3.4 Capacity Development and Information Unit with supporting agencies formulates training curriculum for local administration management to formulate and manage 5-year development plans and 3-year rolling investment programs in response to training needs identified in 3.2. 3.5 Capacity Development and Information Unit with supporting agencies implements training curriculum for local administration management to formulate and manage 5-year development plans and 3-year rolling investment programs, based on 3.2 and output 3.3 and 3.4 with support of JICA experts. 3.6 Capacity Development and Information Unit monitors the performance of capital and all provinces with support of JICA experts. 3.7 JICA experts together with Capacity Development and Information Unit and supporting agencies prepare training package of local administration management, comprising training implementation plans, training curriculum and training materials formulated in 3.3, 3.4 and 3.5. 3.8 NCDDC with JICA experts coordinates and shares information with development partners on output 3.	Inputs: - Donations of experts - Financial resources - Acquisition of human resources - Acquisition of equipment, land and others		Intensity of transfer requires that NCDDC ensures and Society for local administration management.
			The conditions: The government approves and implements the Sub-Committee on Policy, Studies and Training, Research, and the Sub-Committee on the Development Plan of Sub-national Administration.

