

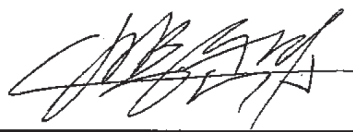
**MINUTES OF MEETING  
BETWEEN THE TERMINAL EVALUATION TEAM OF  
THE JAPAN COOPERATION AGENCY AND THE AUTHORITIES  
CONCERNED OF THE ROYAL GOVERNMENT OF CAMBODIA  
ON THE JAPANESE TECHNICAL COOPERATION FOR  
THE CAPACITY DEVELOPMENT FOR IMPLEMENTING THE ORGANIC  
LAW AT CAPITAL AND PROVINCIAL LEVEL (PILAC2)**

The Terminal Evaluation Team which was organized by the Japan International Cooperation Agency (JICA) and headed by Mr. Takeharu Kojima, the Senior Representative of the JICA Cambodia Office, conducted the activities with regard to the terminal evaluation of “The Capacity Development for Implementing the Organic Law at Capital and Provincial Level (PILAC2)” for the period of 13 days from January 4 to 16, 2015 in the Kingdom of Cambodia.

During the period of the evaluation, both the team and the authorities concerned of the Royal Government of Cambodia (hereafter referred as to “both sides”) had a series of discussions and exchanged views on the project. Both sides jointly monitored the activities and evaluated the achievements based on the Project Design Matrix (PDM Version 2) of the project.

In this connection, both sides agreed upon the matters referred to in the attached Joint Terminal Evaluation Report for the project as endorsed by the Joint Coordination Committee which was held on January 16, 2015.

Phnom Penh, January 16, 2015



Mr. Takeharu Kojima  
Team Leader  
Terminal Evaluation Team;  
Senior Representative  
Japan International Cooperation Agency  
Cambodia Office



H.E. Mr. Sak Setha  
Chairperson  
National Committee for Sub-National  
Democratic Development Secretariat;  
Secretary of State  
Ministry of Interior  
Royal Government of Cambodia

**Joint Terminal Evaluation Report**  
**For**  
**Technical Cooperation Project**  
**for the Capacity Development**  
**for Implementing the Organic Law**  
**at Capital and Provincial Level**  
**(PILAC2)**

**Phnom Penh**  
**January 2015**

Handwritten signature and initials in black ink, located in the bottom right corner of the page.

## TABLE OF CONTENTS

<b>CHAPTER 1</b>	<b>OUTLINE OF THE PROJECT</b>	<b>1</b>
1.1	Background of the Project	1
1.2	Summary of the Project	1
<b>CHAPTER 2</b>	<b>REVIEW OF THE PROJECT</b>	<b>3</b>
2.1	Objectives	3
2.2	Methods	3
2.3	Schedule of the Review	4
2.4	Methodology of Evaluation	5
<b>CHAPTER 3</b>	<b>ACHIEVEMENT OF THE PROJECT</b>	<b>6</b>
3.1	Achievement of Activities	6
3.2	Achievement of Outputs	8
3.3	Achievement of the Project Purpose	9
3.4	Achievement of Overall Goal	10
<b>CHAPTER 4</b>	<b>IMPLEMENTATION PROCESS</b>	<b>11</b>
4.1	Implementation of Activities	11
4.2	Methodology/Skill Transfer	12
4.3	Project Monitoring System	13
<b>CHAPTER 5</b>	<b>EVALUATION BY FIVE EVALUATION CRITERIA</b>	<b>14</b>
5.1	Relevance	14
5.2	Effectiveness	15
5.3	Efficiency	16
5.4	Impact	17
5.5	Sustainability	18
<b>CHAPTER 6</b>	<b>CONCLUSIONS</b>	<b>21</b>
<b>CHAPTER 7</b>	<b>RECOMMENDATIONS</b>	<b>22</b>

46  


## ANNEXES

1. Project Design Matrix (PDM Version 2)
2. Plan of Operations
3. Records of Inputs
4. List of Workshops, Seminars, Training Programs
5. List of the core members of PILAC2
6. Meeting and Workshop Attendant List of NCDDS Working Group Members

Handwritten signature and initials in the bottom right corner of the page.



### LIST OF ABBREVIATIONS

ADB	Asian Development Bank
C/P	Counterpart
CDIU	Capacity Development and Information Unit
CPDP	Capital and Provincial 5 Year Development Plan
CPIP	Capital and Provincial 3 Year Rolling Investment Program
C/S	Commune / Sangkat
DAC	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
NSDP	National Strategic Development Plan
NP-SNDD	National Program for Sub-National Democratic Development
ODA	Official Development Assistance
OECD	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	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
SCHRDO/PADD	Sub-National Administration Capacity and Human Resource Development Office, Policy Analysis and Development Division
SIDA	Swedish International Development Agency
SNA	Sub National Administration
SNDD	Sub National Democratic Development
TFC	Technical Facilitation Committee
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

th



## CHAPTER 1 OUTLINE OF THE PROJECT

### 1.1 Background of the Project

In the Rectangular Strategy and the National Strategic Development Plan (NSDP), the Royal Government of Cambodia (RGC) regards good governance as a pre-condition to achieve the sustainable, steady, and equitable socio-economic development, equal opportunity, equality before law, and social justice. In those national development policies, the decentralization and deconcentration (D&D) locates in one of the major reforms to promote good governance, namely the Public Administration Reforms.

In this regard, for actual examples, the RGC promulgated the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts, and Khans in 2008 which defines the roles and functions of the Sub-National Administration except Communes and Sangkats; created the National Committee for Sub-National Democratic Development (NCDD) which is chaired by the Minister of Interior in 2009; and formulated the National Program for Sub-National Democratic Development (NP-SNDD) in 2010 and the Three-Year Implementation Plan of NP-SNDD (IP3) in 2011.

Receiving the official request from the RGC, the Japan International Cooperation Agency (JICA) implemented the technical cooperation project named the Project on Improvement of Local Administration (PILAC) for the purpose of the human resource development for the period of three years from January 2007 to January 2010. Through the PILAC's support to strengthen the training management capacity on local administration at the Ministry of Interior and the Provincial Halls, JICA strived to enhance the knowledge of the central and sub-national government officers.

At that time, there was a situation observed where most of development partners tended to support development of laws and institutions; and provision of various trainings at the Commune and Sangkat level while they did seldom work on the support on formulation, implementation, and management of the Capital and Provincial Five-Year Development Plan (CPDP) and the Capital and Provincial Three-Year Rolling Investment Program (CPIP). Acknowledging the situation, RGC requested the formulation and implementation of another technical cooperation project to strengthen local administrative capacity including the support for the system building on the human resource development. The project was expected to enable the national and sub-national administration officers; and the councilors at the capital and provincial level to formulate, implement, and monitor CPDP and CPIP of the localities, with full utilization of knowledge and experience of PILAC.

In this connection, the Project for the Capacity Development for Implementing the Organic Law at Capital and Provincial Level, alias PILAC 2, was formulated and being implemented for the period of five years from March 2010 to March 2015, in cooperation with the NCDD as the counterpart of the project.

### 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 - July 2011

2nd year: August 2011 - May 2012

3rd year: June 2012 - July 2013



**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 level, 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 NCDSS.
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 are structured by NCDSS.
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 SCHRDO/PADD and supporting agencies.

**Main Activities as Listed in PDM2:**

1. Issues on human resource development and countermeasure in relation to local administration management and human resource development are identified by NCDSS.
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 NCDSS.
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 SCHRDO/PADD and supporting agencies.
4. NCDSS with JICA experts coordinates and shares information with development partners on Activity 1-3.



## **CHAPTER 2 REVIEW OF THE PROJECT**

### **2.1 Objectives**

The objectives of the Terminal Evaluation are as follows:

- (1) To confirm the progress of the project activities based on the Plan of Operation (P/O).
- (2) To identify problems and issues on any aspects of the project implementation.
- (3) To review the Project Design Matrix (PDM Version 2).
- (4) To evaluate the degree of achievement of the project as per the five evaluation criteria of the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD), namely Relevance, Effectiveness, Efficiency, Impact, and Sustainability.
- (5) To make recommendations for the necessary actions and measures in order to sustain and develop the Project Purpose after the project cooperation period.

### **2.2 Methods**

#### **2.2.1 Review Method**

The Japanese and Cambodian Terminal Evaluation Team (the Team) jointly reviewed the project using the five evaluation criteria. The activities included in the review are report analyses, field surveys, a series of discussions and interviews with relevant officials, councilors and the project staff.

#### **2.2.2 Members of the Team**

##### **The Japanese Members**

1. Mr. Takeharu Kojima, Senior Representative, JICA Cambodia Office
2. Mr. Hirofumi Kawakita, Senior Advisor, JICA Head Quarters
3. Mr. Eiichiro Hayashi, Project Formulation Advisor, JICA Cambodia Office
4. Mr. Phok Phira, Programme Officer, JICA Cambodia Office
5. Ms. Yuko Aoki, Consultant (Evaluation Analysis), Kokusai Kogyo Co., Ltd.

##### **The Cambodian Members**

1. H.E. Sak Setha, Secretary of State, Ministry of Interior (MOI);  
Chairperson, NCDD Secretariat (Project Director)
2. H.E. Duch Sonn, Director General of Local Administration, MOI;  
Deputy Chairperson, NCDD Secretariat (Project Manager)



## 2.3 Schedule of the Review

The Joint Review Team worked for 13 days from 4<sup>th</sup> to 16<sup>th</sup> January 2015 in the project target areas for carrying out the following activities.

Day	Date	Activities	Accommodation
1	4 Jan (Sun)	Arrival in Phnom Penh	Phnom Penh
2	5 Jan. (Mon)	8:00-10:30 Internal meeting 11: 00-12:00 Interview with Bou Vong Sokha (MEF) 14:30-16:00 Interview with H.E. Hou Taing Eng (MOP)	Phnom Penh
3	6 Jan. (Tue)	9:00-10:00 Interview with H.E. Sak Setha (NCDD/MOI) 11:00-12:00 Interview with H.E. Ngan Chamroen (NCDD/MOI) 14:00-15:00 Interview with MOP NCDDSWG member (MOI) 15:00-16:00 Interview with MOP NCDDSWG member (MOI) 16:00-17:00 Interview with MOP NCDDSWG member (MOI)	Phnom Penh
4	7 Jan. (Wed)	9:00-15:00 Interview with PILAC2 15:00 Moving from Phnom Penh to Kampong Chhnang	Kampong Chhnang
5	8 Jan (Thu)	<i>Kompong Chhnang Province</i> 8:00 Board of Governors (Deputy Governor in charge of CPDP and CPIP) 9:00 Representatives of council members 10:00 Planning and Investment Division and Provincial Advisor 14:00 Provincial Department of Planning 15:30 Provincial Department of Economy and Finance	Kampong Cham
6	9 Jan. (Fri)	<i>Kompong Cham Province</i> 8:00 Board of Governors (Deputy Governor in charge of CPDP and CPIP) 9:00 Representatives of council members 10:00 Planning and Investment Division and Provincial Advisor 14:00 Provincial Department of Planning 15:30 Provincial Department of Economy and Finance	Kampong Cham
7	10 Jan. (Sat)	Moving from Kampong Cham to Phnom Penh Drafting Evaluation Report	Phnom Penh
8	11 Jan. (Sun)	Drafting Evaluation Report	Phnom Penh
9	12 Jan. (Mon)	8:00-9:00 Internal meeting 9:30-10:30 H.E. Ev Bunthol (Inspector General, General Inspection of Politics, Admin & Police , MOI) <i>Phnom Penh Capital Hall</i> 14:00 Board of Governors (Deputy Governor in charge of CPDP and CPIP) 15:00 Representatives of council members 16:00 Planning and Investment Division & Capital Advisor	Phnom Penh
10	13 Jan. (Tue)	<i>Phnom Penh Capital Hall</i> 8:30 Capital Department of Planning 10:30 Capital Department of Economy and Finance 11:30 Capital Department of Education 12:00- 17:00 Internal meeting, drafting Evaluation Report	Phnom Penh
11	14 Jan. (Wed)	8:00-9:30 Mr. Erik Wallin (First Secretary - Democratic Governance, Embassy of Sweden) 10:00-11:30 Mr. Chamroen Ouch (Senior Program Officer, ADB) 15:00-16:30 Interview with H.E. Sak Setha (NCDD/MOI)	Phnom Penh
12	15 Jan. (Thu)	Drafting Evaluation Report	Phnom Penh
13	16 Jan. (Fri)	9:00-12:15 JCC 12:30-14:00 Report to the Embassy of Japan 14:15-15:15 Report to JICA Cambodia Office Departing from Phnom Penh	



## 2.4 Methodology of Evaluation

The Team reviewed related documents and information collected through questionnaires and interviews with Japanese experts, Cambodian Counter Parts (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 PDM2. (See Annex1)

### 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 P/O, 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 based on the Five Evaluation Criteria of OECD/DAC, which is the standard measurement applied by JICA (See Table1).

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. Project's 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

Almost all the activities have been implemented in accordance with P/O. Summary of the activities after the mid-term review are shown below (See also Annex 2).

Output 1: Issues on human resource development and countermeasures in relation to local administration management and human resource development are identified by NCDDDS.

Activities	Summary
(1-1) Follow up on "Country-Focused Training Course 1 in 2012: Seminar on Government Human Resource Management for Senior Officials 3"	Not implemented, as the candidates of participants were not selected.
(1-2) Phase 2 Follow-up activities / Trail of Capacity Evaluation Framework	It was too difficult to implement during the project period. Another capacity evaluation framework was introduced to Cambodian side instead.
(1-3) Implementation of "Country-Focused Training in 2012: Local Government System"	Implemented, to show the decentralization more specifically to Cambodian side, site visits in Japan for senior officials was conducted.
(1-4) Implementation of "Third-Country Training in 2012: Local Development Planning System"	Implemented in 2012. Supposed to be implemented as well in 2013 but delayed in 2014. Host country of the training was changed into Singapore from Thailand, due to the deteriorating condition of the country.
(1-5) Top management seminar: Decentralization in Asian countries	Implemented, this activity was recommended by Cambodian side at the time of mid-term review.
(1-6) Human resource development program for senior official at capital and provincial level	Implemented, this activity was recommended by Cambodian side at the time of mid-term review.
(1-7) Supporting for approval of the guidelines for CPDP and CPIP at the Capital/Provincial level.	It was out of P/O activity though, it was needed. And the guidelines are approved.

Output 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 NCDDDS.

Activities	Summary
(2-1) Implementation support and follow-up on "Country-Focused Training Course 2 in 2012: Local Governance 3" and "Country-Focused Training Course 2 in 2013: Local Governance 4"	Not implemented, as the candidates of participants were not selected.
(2-2) Implementation support and follow-up on "Country-Focused Training Course 2 in 2014: Local Governance 5"	Not implemented, as the P/O was reviewed.
(2-3) Support of refining guidelines on the development plans and investment programs at the Capital/Provincial level	Implemented. As the final approval of the guideline was delayed, the manual revision was delayed. Additional activity was conducted in 4th year.
(2-4) Support of the revision of manuals on the development plans and investment programs at the	

Capital/Provincial level	
(2-5) Support the finalization of manuals based on the guidelines on the development plans and investment programs at the Capital/Provincial Level	Implemented. As the final approval of the guideline was delayed, finalization of the manual was delayed.
(2-6) Problem finding survey on the formulation and management of the five-year development plans and three-year rolling investment programs II	Implemented.

Output3: 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 SCHRDO/PADD and supporting agencies.

Activities	Summary
(3-1) Support the revision of NCDD Capacity Development Plan for 2013 and 2014	Not implemented as it was decided not to revise by NCDD.
(3-2) Prepare, implement, and evaluate OJT on operations and management for the training programs of monitoring the achievements of the five-year development plans, the methodology of revision for the socio-economic baseline data, and any revisions of the three-year rolling investment programs	Not implemented as the plan of activities has changed.
(3-3) Prepare, implement, and evaluate TOT on the training programs of monitoring, socio-economic baseline data, and revisions of rolling investment programs	
(3-4) Support the preparation of training curriculum for the training programs based on the revised training manuals	
(3-5) Support the implementation of the training programs of monitoring, socio-economic baseline data, and revisions of rolling investment programs and the advisory to improve the training based on the results of the questionnaire collected in the training session	
(3-6) Performance monitoring for the capital and all provinces	
(3-7) Prepare the training package for the five-year activities of the sub-national government	As the training package was completed in 4th year, this activity was implemented accordingly.
(3-8) Preparation, implementation and evaluation of training management (OJT) for the revised training manuals.	On the Job Training (OJT) was conducted along with the revision of guideline and manual.
(3-9) Supporting to make the training curriculum based on the revised training manuals	As the manual was not completed in 3rd year, the activity continued in 4th year.



(3-10) Prepare, implement, and evaluate OJT on operations and management for the five-year development plans and three-year rolling investment programs training	Implemented as planned.
(3-11) Support the preparation of training curriculum for the development plans and investment programs training for newly elected councilors reflecting the performance monitoring for the capital and all provinces	Not implemented as the plan of activities has changed.
(3-12) Prepare, implement, and evaluate TOT on the five-year development plans and the three-year rolling investment programs	Implemented after the election (May, 2014), a little behind the schedule, due to the delay of approval of guideline.
(3-13) Support the implementation of the development plans and investment programs training, and provide advice to finalize the training package	Implemented after the election (May, 2014), a little behind the schedule, due to the delay of approval of guideline.
(3-14) Support the implementation of a baseline survey for the capital and all provinces after the council election	Not implemented as the plan of activities has changed.
(3-15) Support confirming the approval of the training package by the NCDD	Implemented, the summary of training package will be on the website of NCDD, and the package was distributed all the province and capital by the name of NCDD.
(3-16) Performance monitoring for the capital and all provinces	Not implemented as the plan of activities has changed.

### 3.2 Achievement of Outputs

The following are the achievements of the three Outputs based on the Objectively Verifiable Indicators in PDM2.

<b>Output1.</b> Issues on human resource development and countermeasure in relation to local administration management and human resource development are identified by NCDDS	<b>Indicators:</b> 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 SCHRDO/PADD.
	- Situation analysis report on local administration management and human resources in local administration was formulated and approved by NCDD. <i>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 submitted to NCDDS. -Human Resource Development Strategy for local administration management, formulated based on situational analysis report, was formulated and approved by NCDD. <i>Therefore, the indicator 1-2 has been already achieved.</i>

76

<b>Output2:</b> 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 NCDDS.	<b>Indicators:</b> 2-1) Operation guidelines on capital and provincial 5-year development plan and 3-year rolling investment program are revised. - Operation guidelines on CPDP and CPIP were revised, and officially approved as an inter-ministerial <i>Prakas</i> <sup>1</sup> of MOI and MOP on 30 Oct. 2013. <i>Therefore, the indicator 2-1 has been achieved.</i>
	2-2 Operation manuals of the revised guidelines on capital and provincial 5-year development plan and 3-year rolling investment program is formulated.
	- Operation manuals were submitted to NCDDS and utilized in the training courses as public documents. <i>The indicator 2-2 has been achieved.</i> Leader of NCDDSWG was deeply involved in formulation of the manuals.

<b>Output 3:</b> 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 SCHRDO/PADD and supporting agencies.	<b>Indicators:</b> 3-1) Knowledge level of the training participants related to the 5-year development plan and 3-year rolling investment program is improved by 25% in 2014.
	- Knowledge level was not improved by 25% in 2014. <i>The indicator 3-1 has not been achieved.</i> Analysis of the results on the knowledge test was conducted by PILAC2 though; the reason of the lower improvement could not be clarified.

### 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 almost achieved its goal in terms of assisting officers at Province/Capital to formulate CPDP and CPIP.

<b>Indicator 1)</b> 5-year development plan and 3-year rolling investment program are formulated by capital and all provinces.	<i>The indicator 1 has been already achieved, as CPDP and CPIP were formulated by the capital and all provinces in 2011.</i>
<b>Indicator 2)</b> 3-year rolling investment programs are revised by capital and all provinces every year	<i>The indicator 2 has been already achieved, as the 3-year rolling investment programs were revised in 2012 and 2013 by the capital and 16 provinces out of 20 collected answered of PILAC2 survey. Number of provinces is 24 in the country.</i>
<b>Indicator 3)</b> Capital and provincial councils are able to monitor and analyze	<i>The indicator 3 has not been achieved yet at the time of terminal evaluation. Monitoring strategies of CPDP (2014) in the capital and all provinces are in the middle of formulation. Timing to</i>

<sup>1</sup> *Prakas* means "the Ministerial Order" in Khmer.

the changes of basic regional socio-economic situations for 3-year rolling investment program in capital and all provinces.	start formulation of CPDP was delayed for 3 months due to the delay of guideline approval, and training accordingly.
---	--

### 3.4 Achievement of Overall Goal

#### Overall goal:

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.

The Overall goal is supposed to be achieved around 3 years after the project's completion. Indicators are not achieved yet though, the overall goal is highly expected to be achieved, as capital and all provinces are actually working for CPDP and CPIP formulation.

<b>Indicator1)</b> 5-year development plan and 3-year rolling investment program at capital and provincial level are formulated according to guidelines in capital and all provinces even after the 2nd election in 2014	The capital and all provincial administrations are formulating CPDP and CPIP after the 2nd election in May 2014. Therefore, <i>it is highly prospected that the Indicator 1 will be achieved as planned.</i>
<b>Indicator2)</b> 3-year rolling investment program at capital and provincial level are being revised in capital and all provinces.	The indicator 2 is not able to be measured at the moment, as CPDP and CPIP are in the process of formulation.
<b>Indicator3)</b> Capital and provincial councils continue to monitor and analyze the changes of basic regional socio-economic situations in capital and all provinces.	The indicator 3 is not able to be measured at the moment, as CPDP and CPIP are in the process of formulation.

## CHAPTER 4 IMPLEMENTATION PROCESS

### 4.1 Implementation of Activities

With the cooperative work of NCDDS and PILAC2, most of the activities have been implemented almost on schedule despite there was some changes of direction of the project and its activities after the JICA Consulting Survey in January 2012. The featured activities are shown below.

- Situation analysis report on local administration management and human resources in local administration was formulated and approved by NCDD in the 1st year of the project.
- The 1st training for the formulation of CPDP and CPIP was conducted in the 1st year of the project.
- Human Resource Development Strategy for local administration management, formulated based on situational analysis report, was formulated and approved by NCDD in the 2nd year of the project.
- In the 3rd and the first half of 4th year of the project, revision of the guideline, manual and training materials were conducted.
- In the latter half of the 4th year, the 2nd training for the formulation of CPDP and CPIP following the new guidelines and manuals were conducted.
- The training related activities were delayed for three months due to the official approval of guideline was delayed into the end of October 2013. The trainings were actually conducted in June 2014 as the election of the council at sub-national levels was held in May 2014. Soon after the training, CPDP formulation has started at the capital and provincial level following the revised guideline and manual.

The chronological table of PILAC2 major activities is shown below.

	Capital/Provincial	PILAC2	Policy/Regulations
2009	1st Council Election (May)		NCDD was organized
2010		PILAC2 started Various surveys were conducted.	1st guideline was approved.
2011		1st Training for formulation of CPDP/CPIP (Jan.- Mar.)	IP3 started
2012	1st CPDP/CPIP was formulated at all provinces and Capital.  1st revision of CPIP	Guideline and Manual were start revising by PILAC2 with NCDDS Working Group.  Evaluation of 1st training	
2013	2nd revision of CPIP		Revised Guideline was approved (Oct.)
2014	2nd Council Election(May)  2nd formulation of CPDP/CPIP has started conducting (Sep).	2nd Training for formulation of CPDP/CPIP (Jun.-Aug.)	Local Development Planning Policy was approved (Dec.)
2015			IP3-II started

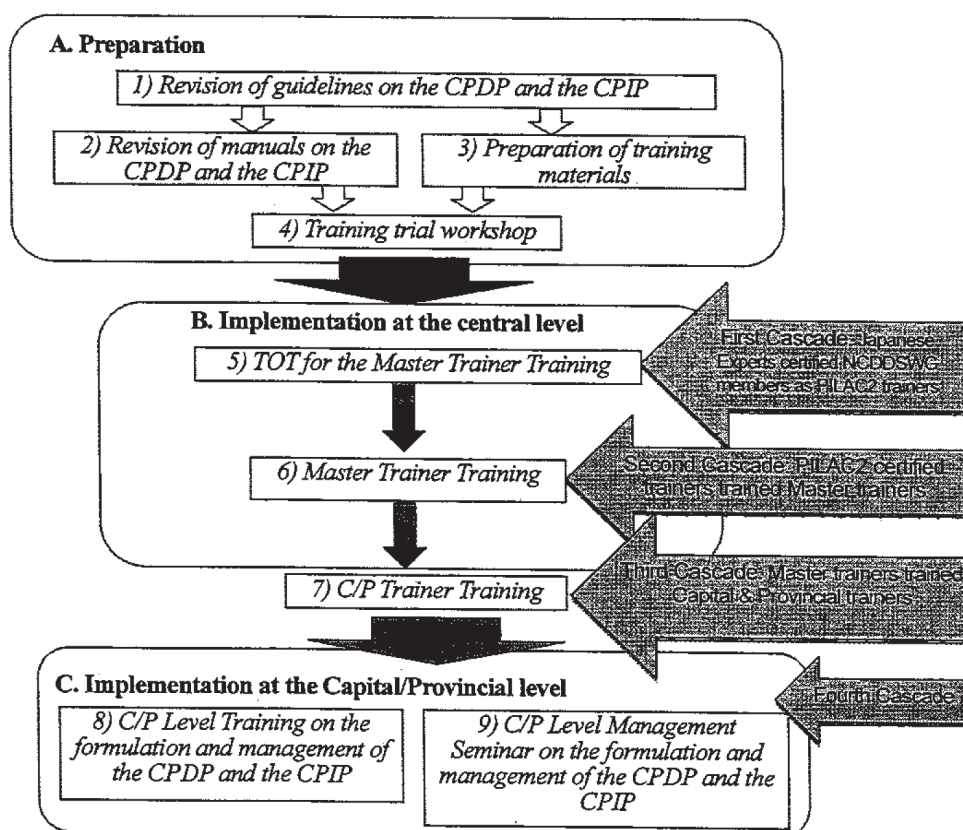


## 4.2 Methodology/Skill Transfer

### 4.2.1 The Cascade Approach of Training from the Central Level to the Provincial Level at PILAC2

PILAC2 conducted training with the cascade style in 2011 and 2014. The cascade style was appropriate as the trainers and trainees were able to have ownerships to do their tasks and it was a good measure to disseminate knowledge and information efficiently and effectively. At the same time, skill transfer with the cascade style may be causing interaction, not only by giving the training but also learning by teaching. The Evaluation Team observed that some of the officials and councilor at the capital and provinces said that trainers taught the methodology and technical skills while trainees raised questions based on the actual situation, both were learning each other.

The training program flow in 2014 is shown as below.



Source: Kingdom of Cambodia Training Program Implementation Report (Second Training Implementation) , PILAC2, 2015

### 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 such as, Analytical methodologies for planning formation (problem analysis, solution analysis, Strengthen, Weakness, Opportunity and Thread (SWOT) analysis, Ranking, Scoring and the use of matrix etc.) , Training/Workshop management from planning to evaluation and Facilitation. The skills of conducting training were delivered through OJT.

The List of Workshops, Seminars and Training Program are shown in Annex4.

### **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.

As PILAC2 office is located in the compound of MOI, internal meetings were held with NCDDSWG occasionally. All the documents of PILAC2 were shared and some NCDDSWG member were always with Japanese experts when business trip to other provinces for survey. In that way, Cambodian side was also monitoring the Project's progress.

#### **4.3.2 Joint Coordination Committee (JCC)**

All JCCs were held as planned. JCC was functioned as the as the highest decision making body for both Cambodian and Japanese side. The PILAC2 activities and its direction were discussed and approved regularly in the cooperation period as below.

1st JCC: May 2010 (Kick-off meeting)

2nd JCC: April 2012 (Approval of 2nd year activities)

3rd JCC: November 2012 (Approval of PDM revision and Mid-Term Review Report)

4th JCC: June 2013 (Approval of 3rd year activities and change of plan and activities)

5th JCC: January 2015 (Approval of Terminal Evaluation Report)

#### **4.3.3 JICA Consulting Survey**

JICA Consulting Survey was conducted once 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 Development Partners' assistance. As results of JICA Consulting Survey, the Project activities of 3rd and 4th year have modified and the decision to conduct the revision of guideline was made. PDM1 was modified officially at the time of Mid-Term Review.



## CHAPTER 5 EVALUATION BY FIVE EVALUATION CRITERIA

### 5.1 Relevance

Relevance of the 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 (May 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.

##### ● **The National Program for Sub-National Democratic Development (NP-SNDD) (May 2010)**

Originally, 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 consistent with NP-SNDD in terms of strengthening of system of D&D and capacity of stakeholders at provincial level.

##### ● **The First Three-Year Implementation Plan (IP3) for 2011-2014 under NP-SNDD (November 2010)**

The IP3 was actually conducted since 2011, and 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 (Development of Council Deliberation and Policy-making Capacity), the Sub-Program 2 (Institutional and Human Resources Capacity Development for Sub-National Administrations), as well as the Sub-Program 5 (SNA Planning and Investment Programming Systems). Due to the delay of and implementation on activities, IP3 was extended its implementation period until end of 2014.

##### ● **The Policy on Planning System at Sub-National Level (December 2014)**

The Policy on Planning System at Sub-National Level was approved in December, 2014, to provide a clear guidance for planning and local development at sub-national level. There are 5 strategies to implement this planning policy. 1) Organize the planning system to fit different types of SNAs, 2) Organize and revise the planning divisions of SNAs, 3) Organize and revise the planning instruments of SNAs, 4) Organize and revise the timeframe of planning development of SNAs, 5) Organize and revise the institutions of planning support system of SNAs.

The revision of guideline and manual of PILAC2 were conducted with the approval of NCDD earlier than this policy was finally signed. According to NCDD, this revised guideline is relevant to be utilized to support the 2nd CPDP and CPIP formulation. Along with the D&D progress, the guideline will be revised in future.

##### ● **The Three-Year Implementation Plan (IP3) –II for 2015-2017 under NP-SNDD**

The 3 Years Implementation Plan (IP3) –II was approved by NCDD in December, 2014. One of

the 5 major outcomes of IP3-II is “Human resource management and development (Outcome #3)”. PILAC2 is continuing to contribute the sub-national democratic development since IP3 and IP3-II as well.

### **5.1.2 Relevance to Related Organizations and Target Groups’ Needs**

PILAC2 meets the needs of NCDDS 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 Capital and Provincial level through TOT and OJT provided by PILAC2.

### **5.1.3 Demarcation of Support by Other Development Partners (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 interested in supporting D/M by establishment of financial system at SNAs with D/M fund and planning at D/M level.

## **5.2 Effectiveness**

Effectiveness of the project is as 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 almost achieved in terms of formation and utilization of CPDP and CPIP in Capital and Provinces. The significant achievement is resulted from:

-Training on CPDP and CPIP delivered from PILAC2 in 2011 was very effective as the Planning Working Group (PWG) which is the core to formulate the CPDP were able to analyze the situation at Capital and the all Provinces for the first time.

-The guideline and manual were revised and the second training was conducted after the election in 2014. Formulation process of CPDP has started after the training. Indicator 3 for Project purpose ” Capital and provincial councils are able to monitor and analyze the changes of basic regional socio-economic situations for 3-year rolling investment program in capital and all provinces” has not achieved as the means of verification is “Monitoring strategies of 5-year development plan in capital and all provinces (2014)” has not been formulated yet. The dead line of CPDP completion is May 2016, designated by Sub-Decree<sup>2</sup>. Capital and all provinces have not completed formulating CPDP at the moment though; the Team observed that visited provinces for the evaluation survey were following the schedule as planned. It is also highly appreciated that those provinces were making efforts to follow the revised guideline and manual to formulate the CPDP more efficiently and effectively and encouraged more stakeholder participation than before.

---

<sup>2</sup> No. 152GnRk.bk, Sub-Decree on The Amendment of Article 12 of Sub-Decree on Development Plan and Three-year Rolling Investment Program at Capital, Provinces, Municipalities, Districts, Khans





### **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 Outputs 1 and 2 have been achieved. The revised training package was produced in the 4th year of the project as planned. Indicator of Output 3 “Knowledge level of the training participants related to the 5-year development plan and 3-year rolling investment program is improved by 25% in 2014.” was not achieved. The reason of lower improvement was not able to be clarified in spite of the analysis conducted by PILAC2. Further analysis, and monitoring the formulation and implementation process of CPDP and CPIP are needed as the Project purpose is the capacity development of local administration at capital and provincial level, not only the knowledge improvement.

#### **5.3.2 Inputs**

##### **1) Japanese side**

The Japanese experts have been appropriately dispatched in terms of their expertise, number and the timings. Equipment and local cost on the Project’s operation, domestic training and local staff have been provided as planned.

Workshops, Seminars, Training Programs have been implemented in Cambodia, while some of them were delayed due to external conditions. PILAC2 also conducted training in Japan, Indonesia and Singapore for officials of central level. Record of input is shown in Annex 3.

##### **2) Cambodian side**

The project director and manager are proactively committed to PILAC2 activities. There are also some NCDDSWG members who have joined PILAC1, which is a vital power to management of PILAC2. As described above, Japanese experts and NCDDSWG members conducted the revision of guideline and manual. Some of NCDDSWG members are certified as trainers or assistant trainers by PILAC2 to conduct qualified training to the master trainers for the trainers at Capital and Provincial level. List of the C/P, trainers and those who participated proactively to PILAC2 are shown in Annex5. They are the personnel to succeed PILAC2 activities after the project period. Annex 6 shows Meeting and Workshop Attendant List of NCDD Working Group Members for reference.

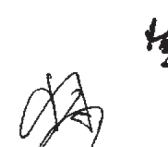
##### **3) Contributing / hindering factors for achievement of the Outputs**

###### **● Contributing factors**

- The cascade style of training functioned efficiently and effectively to disseminate skills and knowledge to formulate CPDP and CPIP for thousands stakeholders in short period of time.
- With the initiative of NCDD, inter-ministerial *Prakas* of MOI and MOP for revision of the guideline was made.

###### **● Hindering factors**

- As coping with reorganization process of NCDD, PILAC2 started a survey on situation analysis of organizations and human resource of SNAs a half year later than the original schedule.
- The project activities for revision of the guideline were behind the schedule due to the delay of signing of the Policy on Planning System at Sub National Level. However, in order to follow the CPDP formulation schedule, the revision started prior to the policy endorsement with the approval of NCDD.



## 5.4 Impact

Impact of the PILAC 2 is high, as there are significant impacts observed as follows.

There is high possibility of achievement on Overall goal of PDM2, “A strategic system to formulate and manage CPDP and CPIP is operationalized at Capital and Provincial level with stronger ownership aiming at improving socio-economic situations”. As all the provinces and Capital are now in the middle of formulating CPDP and CPIP after the election of councilors at Capital and Province in May 2014.

### 5.4.1 Impact to the D&D Reform, Related Policy and Regulations

As mentioned above, JCC approved to revise the guideline and manual for the formulation of CPDP and CPIP, and revisions were conducted. The guideline was approved as “Inter-Ministerial *Prakas* on Amendment of Article 1 of the Inter-Ministerial *Prakas* on Formulation of Development Plan and Three-Year Rolling Investment Program at Capital, Provinces, Municipalities, Districts, Khans” on 30 October 2013. The revised manual was submitted to NCDSS in April 2014 and utilized in the 2nd training in 2014.

### 5.4.2 Impact to Target Group and Other Impact

- Some of the NCDSSWG members have been actively assisting the capacity building programs utilizing facilitation skills and knowledge obtained through PILAC2 activities, and are now acknowledged as the core trainers at central level.
- The Department of Training will be newly established under the General Department of Administration in MOI. One of the certified trainers of PILAC2 will be assigned as the director of the department. It is expected that the outcomes of PILAC2 will be enhanced in the new department.
- The Evaluation Team has observed in the two visited provinces and the Capital that the revised guideline and manual were easier to understand and the instruction was simplified and clear, which made them the CPDP and CPIP formulation more smoothly than before. Indeed in those two provinces, the formulation process of CPDP is on schedule. And more stakeholders participated in the CPDP formulation process proactively, according to the answers from the councilors and officials of visited provinces and the Capital at the time of interview of the Evaluation Team.

Through the PILAC2 gave an impact to the D/M/K level especially in the 2nd year of the project. The activities stated below could be noted.

- All the documents needed for making CPDP and CPIP were standardized in the manual and the formats, and were referred by D/M/K when they formulated their development plans.
- Donor coordination through attending donor meetings and thematic working group functioned to exchange information as well as evading duplication of activities among DPs. Collaboration with Danish International Development Agency (DANIDA) for training at D/M/K level largely contributed to efficient project implementation. PILAC2 assisted in delivering the training for D/M/K level with 6,885 participants in March 2011 by financial collaboration with DANIDA.
- PILAC2 also cooperated with the Project of Capacity Development of Provincial Rural

Development in Northeastern Provinces (PRDNEP) supported by JICA through implementing training and survey in Ratanakiri and Mondulakiri Provinces in the 2nd year of the project.

No negative impact was observed.

## **5.5 Sustainability**

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

### **5.5.1 Policy Aspect**

The D&D reform is expected to proceed steadily as planned and IP3-II has started. The main objectives of the IP3-II are a functional transition and a financial transition from the central to SNA level. 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 the D&D reform. One of the 5 major outcomes of IP3-II is “Human resource management and development (Outcome #3)”. The outcomes of PILAC2 will continue to contribute to the outcome of IP3-II.

As for the Policy on Planning System at Sub-National Level (Approved in November 2014), it is expected that the revised guidelines and manuals would continue to be utilized. Since the monitoring and evaluation process has not experienced yet based on this guideline.

### **5.5.2 Organization 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.

As a result of MOI organization reform which is expected to be completed in February 2015, two new departments related PILAC2 will be established, the Department of Training and the Department of Capital, Khan and Province Affairs under General Department of Administration. Details of those departments, number of officials, responsibilities and roles are now being prepared and will be finalized according to the Sub-Decree<sup>3</sup>. Most of the NCDDSWG members who are closely working with PILAC2 will be assigned to the department of training. The new departments will encourage Capital and Provinces to formulate CPDP/CPIP by conducting training, monitoring and evaluation. It can be said that the system to succeed the outcomes of PILAC2 and the workplace for the capacitated personnel by PILAC2 is almost established. It should be established the financial aspect as well to continue conducting the trainings and monitoring to Capital and Provincial level.

In IP3-II, the Local Government Training Institute will be established as an institution of MOI. This institution will provide the opportunity of capacity development on administrative and technical skills for SNA officials. The Provincial Resource Facility will also be established at the provincial level during the implementation period of IP3-II. It is said not to be a permanent administrative institution but temporal one to strengthen the Human Resource Division and encourage coordination among Districts and Municipalities for better solution of local development, through capacity development and resource mobilization to the Human Resource Division. The relationships among the related institutions are shown below.

<sup>3</sup> No: 264 OrNor. BK, Sub-Decree on Establishment and Functioning of General Department of Administration of Ministry of Interior, October 2014

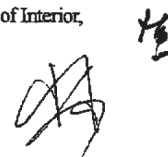
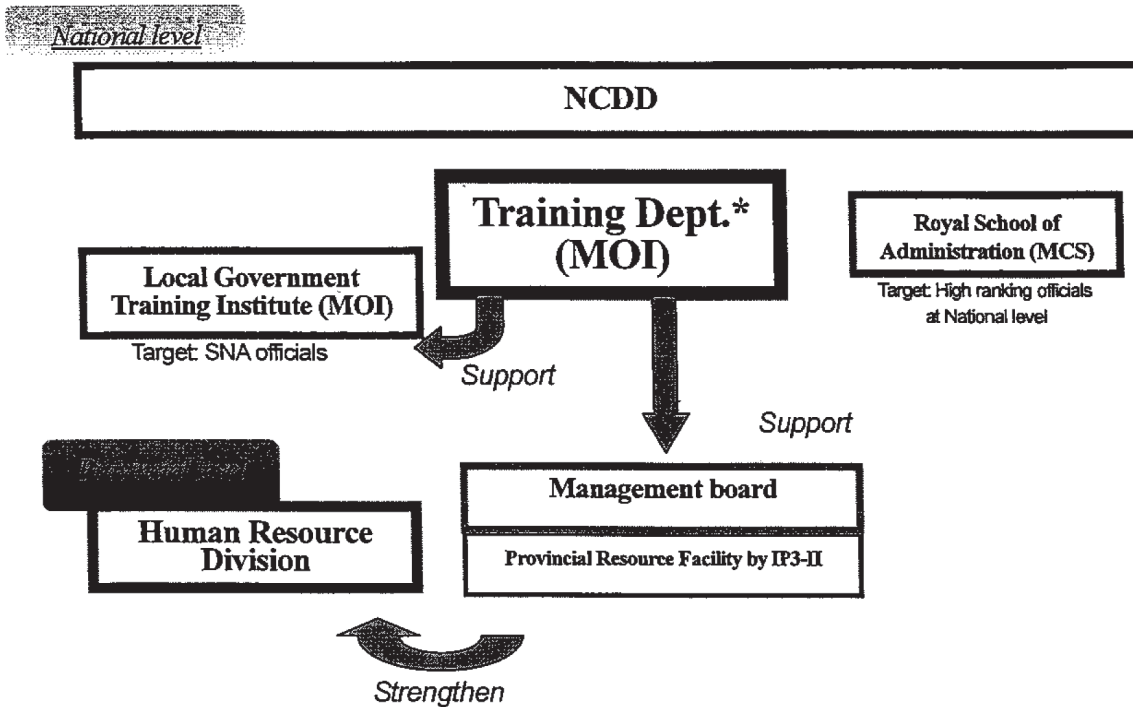


Figure: Potential Organization to succeed the PILAC2 capacity development activities.



*\*Training Department is the organization to succeed the activities on capacity building of PILAC2  
Source: Based on the interview at the time of Terminal Evaluation survey and IP3-II.*

As for financial aspect at provincial level, the PILAC2 Mid-Term Review study already identified that financial source is very scarce for development projects at all provinces, the situation has not changed at the moment.

The Team observed at the site visits of two provinces and the capital that there was a need to relate CPIP with the annual budget plan of line departments as an option to get the own financial source to implement the projects of CPIP.

### 5.5.3 Skill and Knowledge Aspect

The experience, skill and knowledge of NCDDSWG members obtained through PILAC2 activities is expected to be enhanced through the activities at new departments of MOI, while the councilors and officials at the two visited provinces and Capital requested to be conducted more training and capacity development at provincial level for newly recruited officials and newly elected councilors. The trainings and capacity development activities should be conducted continuously.

Formulation of the training provision system from central level to SNA is progressing as shown above. It is expected to utilize the training materials made by PILAC2 for relevant stakeholders. By the end of PILAC2, all the training materials are going to be stored at NCDD website, and it is open to the public (See below).






**គម្រោងសម្របសម្រួលប្រព័ន្ធធានាសុវត្ថិភាព និងប្រព័ន្ធធានាសុវត្ថិភាពស្រូវ-ស្រែកស្រូវ (SOP)  
នៃកម្មវិធីស្រែកស្រូវ និង កសិកម្ម (SOP)**

គម្រោងសម្របសម្រួលប្រព័ន្ធធានាសុវត្ថិភាព



- ផ្ទះ
- សេចក្តីផ្តើម
- គោលការណ៍គ្រប់គ្រងគុណភាពស្រូវ
- ការងារសម្របសម្រួល
- ការងារសម្របសម្រួល
- ការងារសម្របសម្រួល

គម្រោងសម្របសម្រួលប្រព័ន្ធធានាសុវត្ថិភាពស្រូវ និងប្រព័ន្ធធានាសុវត្ថិភាពស្រូវ-ស្រែកស្រូវ (SOP) នៃកម្មវិធីស្រែកស្រូវ និង កសិកម្ម (SOP) គឺជាគម្រោងសម្របសម្រួលប្រព័ន្ធធានាសុវត្ថិភាពស្រូវ និងប្រព័ន្ធធានាសុវត្ថិភាពស្រូវ-ស្រែកស្រូវ (SOP) នៃកម្មវិធីស្រែកស្រូវ និង កសិកម្ម (SOP) ដែលមានប្រសិទ្ធភាពខ្ពស់ និងមានគុណភាពខ្ពស់។



- 1. គោលការណ៍គ្រប់គ្រងគុណភាពស្រូវ
- 2. ការងារសម្របសម្រួល
- 3. ការងារសម្របសម្រួល
- 4. ការងារសម្របសម្រួល
- 5. ការងារសម្របសម្រួល

គម្រោងសម្របសម្រួលប្រព័ន្ធធានាសុវត្ថិភាពស្រូវ និងប្រព័ន្ធធានាសុវត្ថិភាពស្រូវ-ស្រែកស្រូវ (SOP) នៃកម្មវិធីស្រែកស្រូវ និង កសិកម្ម (SOP) គឺជាគម្រោងសម្របសម្រួលប្រព័ន្ធធានាសុវត្ថិភាពស្រូវ និងប្រព័ន្ធធានាសុវត្ថិភាពស្រូវ-ស្រែកស្រូវ (SOP) នៃកម្មវិធីស្រែកស្រូវ និង កសិកម្ម (SOP) ដែលមានប្រសិទ្ធភាពខ្ពស់ និងមានគុណភាពខ្ពស់។

*[Handwritten signature]* 46

## CHAPTER 6 CONCLUSIONS

The Team confirmed that inputs, activities, outputs and project purpose defined in PDM2 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 met needs of NCDDS to promote formulation of CPDP and CPIP at the Capital and provincial level.
Effectiveness	High. CPDP and CPIP were formulated at the capital and all provinces for the first time and approved by the respective councils, which proved the capacity of local administration is largely established. The new CPDP after the election in May 2014 are now in progress in the capital and all provinces by following the revised guideline of CPDP and CPIP.
Efficiency	High. The project activities of PILAC2 flexibly adopted the actual situation and changed the contents. It made the project's input effectively utilized to deliver the outcomes.
Impact	High. There are significant impacts emerged in terms of continuous revision of CPIP and smooth formulation of CPDP, which enable more stakeholders to participate in the process.
Sustainability	Moderate. New departments in MOI will succeed and develop the PILAC2's experiences and knowledge. Those departments are expected to play central roles in the training system plan to be established in IP3-II. However, financial sustainability to run the system needs to be well established. In addition to that, for realization of CPDP and CPIP, it is necessary to create financial sources for efficient and effective development planning and programming at the capital and provincial level.

## CHAPTER 7 RECOMMENDATIONS

The Team has confirmed that the expected outputs have been achieved without any critical problem, though with some delay in the implementation of the project. The Team has also observed the progress and lessons learnt through this study. Based on these observations, the Team would like to make recommendations as below:

### 1) Efforts to internalize and further develop knowledge and experience acquired from PILAC2

The Team already confirmed the effectiveness and impact of the PILAC2 activities as stated in Chapter 5. Therefore, the Team requests NCDD to succeed the achievements of PILAC2 through internalization into MOI and further develop them to improve the quality of the current guideline and manual to meet the local needs with the strong leadership and division of responsibility of relevant institutions at the national and sub-national levels. In this regard, the creation of the Training Department in MOI is perceived to be a positive sign of the willingness of NCDD. The Team, moreover, emphasizes the financial allocation is critical to conduct for the cascade training and revise the guideline and manual of CPDP and CPIP.


### 2) Enhancement of financial and monitoring mechanism to implement CPDP and CPIP in the capital and provinces

Although importance of financial capacity of SNA has been highlighted in several key documents of D&D, the financial resource is not sufficient currently to achieve the objectives of CPDP and implement the projects of CPIP. In order to establish the concrete development mechanism of CPDP and CPIP, the Team believes that the implementation of the projects listed in CPIP would be essential. Therefore, the Team recommends the concerned ministries under NCDD to establish the clear linkage between the budget formulation and the CPDP and CPIP implementation.

In addition to that, the monitoring of CPDP and CPIP is another necessary mechanism to ensure the impact of development at the capital and provincial level. In this regard, the Team requests that MOI and the capital and provincial administrations to strengthen the monitoring mechanism to examine the situation of existing CPDP and CPIP, as feedbacks and lessons learnt for formulation of the next CPDP and CPIP, with enough human and financial resources.

### 3) Efficient coordination and communication among the concerned ministries under NCDD

Through this study, the Team has observed that there is a room to improve the coordination and communication on the planning system at the sub-national level among the concerned ministries, such as MOI, MOP and MEF under NCDD. The Team recommends, therefore, the concerned ministries under NCDD should organize a high level meeting at appropriate timing for the improvement of CPDP and CPIP from the practical and realistic viewpoint.



Annex I PDM2

Project Title: Capacity Development for Implementing the Organic Law at Capital and Provincial Level (PILACZ)

PDM Version: 2

Duration: March 2010-March 2015 (5 years)

Implementing Agencies: Sub-National Administration Capacity and Human Resource Development Office (SCHRDO), Policy Analysis and Development Division (PADO), NCDD

Supporting Agencies: Selected government officials of General Department of Local Administration of Ministry of Interior, Ministry of Planning and Ministry of Economy and Finance, NCDD Sub-Committee on Sub-national Development Plan and Sub-Committee on Financial and Fiscal Affairs.

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

Date: 22 November 2012

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p><b>Overall Goal:</b> 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.</p>	<p>1. 5-year development plan and 3-year rolling investment program at capital and provincial level are formulated according to guidelines in capital and all provinces even after the 2nd election in 2014</p> <p>2. 3-year rolling investment program at capital and provincial level are being revised in capital and all provinces</p> <p>3. Capital and provincial councils continue to monitor and analyze the changes of basic regional socio-economic situations in capital and all provinces</p>	<p>1. Formulated 5-year development plan and 3-year rolling investment program in capital and all provinces (2014 after the 2nd Election)</p> <p>2. Formulated 3-year rolling investment programs revised by capital and all provinces (2014-2017)</p> <p>3. Monitoring reports of 5-year development plan in capital and all provinces (2015-2017)</p>	
<p><b>Project Purpose:</b> 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.</p>	<p>1. 5-year development plan and 3-year rolling investment program are formulated by capital and all provinces.</p> <p>2. 3-year rolling investment programs are revised by capital and all provinces every year</p> <p>3. Capital and provincial councils are able to monitor and analyze the changes of basic regional socio-economic situations for 3-year rolling investment program in capital and all provinces</p>	<p>1. Formulated 5-year development plans and 3-year rolling investment programs (2011)</p> <p>2. Revised 3-year rolling investment programs (2012 and 2013)</p> <p>3. Monitoring strategies of 5-year development plan in capital and all provinces (2014)</p>	<p>-The government identifies the budget sources for the implementation of capital and provincial development plans. -Capital and provincial councils access to funds of development partners and utilize them for the</p>
<p><b>Outputs:</b></p> <p>1. Issues on human resource development and countermeasures in relation to local administration management and human resource development are identified by NCDD.</p> <p>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 NCDD.</p> <p>3. The capacity of capital and provincial councils 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 SCHRDO/PADO and supporting agencies.</p>	<p>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 SCHRDO/PADO.</p> <p>1-2 Human Resource Development Strategy for local administration management, formulated based on situational analysis report, is submitted to NCDD.</p> <p>2-1 Operation guidelines on capital and provincial 5-year development plan and 3-year rolling investment program are revised.</p> <p>2-2 Operation manuals of the revised guidelines on capital and provincial 5-year development plan and 3-year rolling investment program is formulated.</p> <p>3-1 Knowledge level of the training participants related to the 5-year development plan and 3-year rolling investment program is improved by 25% in 2014.</p>	<p>1-1 Situation analysis report on human resources in local administration</p> <p>1-2 Human Resource Development Strategy for local administration and management.</p> <p>2-1 Revised guidelines on capital and provincial 5-year development plan and 3-year rolling investment program (2013)</p> <p>2-2 Revised operation manuals of the revised guidelines on capital and provincial 5-year development plan and 3-year rolling investment program (2013)</p> <p>3-1 Training Implementation Report</p>	
<p><b>Activities:</b></p> <p>1-[Issues on human resource development and countermeasures in relation to local administration management and human resource development are identified by NCDD.]</p> <p>1-1. SCHRDO/PADO, initiated by JICA experts, conducts basic study on human resources in local administration.</p> <p>1-2. SCHRDO/PADO, 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.</p> <p>1-3. SCHRDO/PADO, initiated by JICA experts, finalizes the above human resource development strategy in consultation with the relevant institutions and development partners.</p> <p>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 NCDD.]</p> <p>2-1. NCDD 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.</p> <p>2-2. NCDD with supporting agencies identifies issues on capital and provincial baseline data with support of JICA experts.</p> <p>2-3. NCDD 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.</p> <p>2-4. SCHRDO/PADO, with support from JICA experts, revises the guidelines on capital and provincial 5-year development plan and 3-year rolling investment program in cooperation with supporting agencies.</p> <p>2-5. SCHRDO/PADO in cooperation with supporting agencies develops operation manuals of guidelines on capital and provincial 5-year development plan and 3-year rolling investment program with support from JICA experts.</p> <p>2-6. SCHRDO/PADO 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.</p> <p>2-7. SCHRDO/PADO 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.</p> <p>3-[The capacity of capital and provincial councils 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 SCHRDO/PADO and supporting agencies.]</p> <p>3-1. SCHRDO/PADO in 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.</p> <p>3-2. SCHRDO/PADO 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.</p> <p>3-3. SCHRDO/PADO cooperates with training staffs from supporting agencies as trainers with supports of JICA experts to implement training plans formulated.</p> <p>3-4. SCHRDO/PADO with supporting agencies implements training curriculum for local administration to formulate and monitor 5-year development plans and 3-year rolling investment programs with supports of JICA experts.</p> <p>3-5. SCHRDO/PADO monitors the performance of capital and all provinces with supports of JICA experts.</p> <p>3-6. JICA experts, together with SCHRDO/PADO and supporting agencies prepare training package of local administration management, compiling training implementation plans, training manuals and training materials.</p> <p>4. NCDD with JICA experts coordinates and shares information with development partners on output 1-3.</p>	<p><b>Inputs:</b></p> <p>Japanese side: -Dispatches of experts -Provision of equipment -Acceptance of trainees</p> <p>Cambodian side: -Assignment of facilities, land and others</p>		<p><b>Precondition:</b> The government approves and operationalizes the Sub-decree on Roles, Duties and Working Relationship, and the Sub-decree on the Development Plan of Sub-national Administration.</p>



ANNEX 2 PO

Phase 3: 2012-2013 (Seminar, 2012; Policy Official Plan)												
(1-1)	Follow up on "Country-Focused Training Course 1 in 2012: Seminar on Government Human Resource Management for Senior Officials 3"											
(1-2)	Phase 2 Follow-up activities / Trail of Capacity Evaluation Framework											
(1-3)	Implementation of "Country-Focused Training in 2012: Local Government System"											
(1-4)	Implementation of "Third-Country Training in 2012: Local Development Planning System"											
(1-5)	Top management seminar: Decentralization in Asian countries											
(1-6)	Human resource development program for senior official at capital and provincial level											
Phase 4: 2013-2014 (Country-Focused Training Course 2 in 2013: Local Governance 3 and Country-Focused Training Course 2 in 2013: Local Governance 4)												
(2-1)	Implementation support and follow-up on "Country-Focused Training Course 2 in 2013: Local Governance 3" and "Country-Focused Training Course 2 in 2013: Local Governance 4"											
(2-2)	Support of refining guidelines on the development plans and investment programs at the Capital/Provincial level											
(2-3)	Support of the revision of manuals on the development plans and investment programs at the Capital/Provincial level											
Phase 5: 2013-2014 (Support the revision of NCDD Capacity Development Plan for 2013 and 2014)												
(3-1)	Support the revision of NCDD Capacity Development Plan for 2013 and 2014											
(3-2)	Prepare, implement, and evaluate OJT on operations and management for the training programs of monitoring the achievements of the five-year development plans, the methodology of revision for the socio-economic baseline data, and any revisions of the three-year rolling investment programs											
(3-3)	Prepare, implement, and evaluate TOT on the training programs of monitoring, socio-economic baseline data, and revisions of rolling investment programs											
(3-4)	Support the preparation of training curriculum for the training programs based on the revised training manuals											
(3-5)	Support the implementation of the training programs of monitoring, socio-economic baseline data, and revisions of rolling investment programs and the advisory to improve the training based on the results of the questionnaire collected in the training session											
(3-6)	Performance monitoring for the capital and all provinces											
(3-7)	Prepare the training package for the five-year activities of the sub-national government											
(3-8)	Preparation, implementation and evaluation of training management (OJT) for the revised training manuals.											
(3-9)	Supporting to make the training curriculum based on the revised training manuals											
Support the mid-term evaluation survey												
Support the organization the 3rd and 4th JCC												
Conduct a seminar on D&D Reform for the Japanese parties (at least once in each Project Phase)												
Information sharing and donor coordination concerning the Project Outputs 1, 2, and 3 (through the project period)												
Phase 6: October 2013 - March 2014 (Policy Official Plan)												
(1-7)	Supporting for approval of the guidelines for CPDP and CFIP at capital and provincial level											
(2-4)	Support the finalization of manuals based on the guidelines on the development plans and investment programs at the Capital/Provincial Level											
(2-5)	Implementation support and follow-up on "Country-Focused Training Course 2 in 2014: Local Governance 5"											
(2-6)	Problem finding survey on the formulation and management of the five-year development plans and three-year rolling investment programs II											
Phase 7: 2014-2015 (Prepare, implement, and evaluate OJT on operations and management for the five-year development plans and three-year rolling investment programs training)												
(3-10)	Prepare, implement, and evaluate OJT on operations and management for the five-year development plans and three-year rolling investment programs training											
(3-11)	Support the preparation of training curriculum for the development plans and investment programs training for newly elected councilors reflecting the performance monitoring for the capital and all provinces											
(3-12)	Prepare, implement, and evaluate TOT on the five-year development plans and the three-year rolling investment programs											
(3-13)	Support the implementation of the development plans and investment programs training, and provide advice to finalize the training package											
(3-14)	Support the implementation of a baseline survey for the capital and all provinces after the council election											
(3-15)	Support confirming the approval of the training package by the NCDD											
(3-16)	Performance monitoring for the capital and all provinces											
Support the project completion evaluation survey												
Support organizing the 5th and 6th JCC												
Conduct a seminar on D&D Reform for the Japanese parties (at least once in each Project Phase)												
Support the final seminar												
Information sharing and donor coordination concerning the Project Outputs 1, 2, and 3 (through the project period)												

Not Implemented Activity=Red Color / Added Activity=Blue Color/Revised Activity=Green Color

Handwritten signature and initials.

# Annex 3 Records of Input

① : Phase1 (2010.3-2011.7) ② : Phase2 (2011.8-2012.5) ③ : Phase3 (2012.6-2013.9) ④ : Phase4(2013.10-2015.3)

<Japanese Side Input>				Actual	Information Source
Input Item	Plan				
Dispatched Experts  -Chief Advisor/Administration/Capacity Development I -Capacity Assessment/Human Resource Development/Training System/Capacity Development II -Development Planning -Donor Coordination -Training Implementation Support/Project Coordinator  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	<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) ③1.93M/M (Assigned by JICA) ④7.1+0.93M/M (Assigned by JICA:7.1:Assigned by IC Net:0.93)	-R/D -PILAC2 Phase 1 Project Completion Report, and PILAC2 Phase 2 Project Completion Report -JICA Experts
			Capacity Assessment/Human Resource Development/Training System/Capacity Development II	①6.53+1.90M/M(Assigned by JICA + Assigned by IC Net) ②2.06M/M (Assigned by JICA) ③0.00M/M (Assigned by JICA) ④1.73+0.43M/M (Assigned by JICA)	
			Development Planning	①6.13M/M (Assigned by JICA) ②3.33M/M (Assigned by JICA) ③1.36M/M (Assigned by JICA) ④5.33M/M (Assigned by JICA)	
			Donor Coordination	①10.33M/M (Assigned by JICA) ②3.00M/M (Assigned by JICA) ③1.50M/M (Assigned by JICA) ④6.93M/M (Assigned by JICA)	
			Training Implementation Support	①4.00M/M (Assigned by JICA) ②1.00+0.13M/M (Assigned by JICA+ Assigned by IC Net) ③1.00M/M (Assigned by JICA) ④4.00M/M (Assigned by JICA)	
			Project Coordinator	①4.00+3.83M/M(Assigned by JICA+ Assigned by IC Net) ②2.00+4.63M/M (Assigned by JICA+ Assigned by IC Net) ③1.00+2.00M/M (Assigned by JICA+ Assigned by IC Net) ④4.00+2.83M/M (Assigned by JICA+ Assigned by IC Net)	
				(As of January 2015)	
Donated Equipm  -Personnel Computers	<R/D> -Personnel Computers		-Personnel Computer / 1 unit (Project Phase 1) Total Amount ¥173,880.00 *Additional office equipment were not necessary because they were ready	- PILAC2 Phase 1 Project Completion Report -JICA Experts	

- 77 -

ent	-Projectors -Printers -PA Equipment	for use from the former project, the Project on Improvement of Local Administration in Cambodia,	
Local Staff		Local staff at PILAC2 project office / 2 persons, Secretary / 1 person, Cleaner/ 1 person (Only in Phase 1), Project Car Driver / 1 person, and Short-Term Contract Research Assistant / several	-JICA Experts
Project Operation 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 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	-Project Director: Secretary of State, MOI / Chairperson of NCDD Secretary -Project Manager: General Director of GDLA, MOI / Deputy Chairperson of NCDD Secretary - The NCDD Working Group composed of staff from MOI and MOP and local consultants employed by NCDD Secretary is cooperating with PILAC2. Part of the WG members are working as C/P of PILAC2 (12 persons / As of December 2014)	-JICA Experts
Office Equipment	<R/D> -Building or office space	-Project Office/ 1 room without any utility charges	-JICA Experts

Annex 4. List of Workshops, Seminars, Training Programs

	Title	Date	Duration	Target Group	Number of Participants	Purpose	Remarks
			(day)		persons		
1	Kick-off Workshop	5/26/2010	1	NCDDS, DPs, Other concerned officials	21	1) To disseminate the project beginning and the general overview of the project to the concerned people like NCDDS and DPs.	
2	Kick-off Meeting for PILAC2 Working Group	2010/11/19, 24, 25	3	NCDDS 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	NCDDS Working Group	20	1) to review training materials for Capital/Provincial TOT and Capital/Provincial training, and 2) to prepare a trial workshop in Mondulkiri Province.	
4	Trial Workshop in Mondulkiri Province	2010/12/27-30	4	Officials from Mondulkiri 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)	2/9/2011	1	Officials from Council of Ministers, 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	2/15/2011	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)	2/25/2011	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 Bang)	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.

Phase 1

13		Review Meeting	4/8/2011	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 the implementation of the project
1	Phase 2	Dissemination Seminar on PILAC2 Phase 1 Activities	9/13/2011	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	12/7/2011	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	1/11/2012	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 times	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	7/13/2012	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, Mondulkiri)	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 the CPDP/CPIP
1	Phase 4	Top Management Seminar: Decentralization Reform in Aassian Countries	12/9/2013	1	Central and local high ranking officials: more than Director level officials at the central level, Capital/Provincial Council Chairperson, and Capital/Provincial Governors and Deputy Governors	188	1) Lectures: Decentralization reform in Asian Countries - Japan, Thailand, the Philippines, and Cambodia 2) Panel discussion
2		Capital and Provincial Level Trainer Training	2014/7/7-11, 14-18, 21-25 (5 days /two classes per week, total 6 classes)	30	Six (6) officials per Capital/Province including one Deputy Governor	155	Training of Trainers for the training and seminar at the Capital/Provincial level on the formulation and management of the CPDP/CPIP

3	Capacity Development Program for High Ranking Officials: Leadership and Sub-National Democratic Development	2014/11/26-28	3	High ranking officials at the Capital/Provincial level and other central level officials	36	1) Local Development in Japan and Cambodia 2) Ordinance (Prakas) in Japan and Cambodia 3) Crisis Management in Japan 4) Leadership for the sub-national administrations	
4	Project Final Seminar	1/21/2015	1	not yet implemented		1) Report on the project completion evaluation survey 2) Report on the accomplishments of PILAC2	

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



**Annex 5: List of the core members of PILAC2**

No.	Name	Position	
1	H.E. Ev Bunthol	Inspector General, General Inspection of Politics, Administration and Police, MOI	Leader of NCDDSWG
2	Mr. So Munyraksa	Deputy Director, Political Affair Department, GDLA, MOI	Trainer
3	Mr. Lim Sokto	Deputy Director, Dep. of Personnel & Vocational Training, GDLA, MOI	Assitant Trainer
4	Ms. Lay Onry	Deputy Director, Dep. of Personnel & Vocational Training, GDLA, MOI	Member
5	Mr. Min Sitha	Deputy Director, Dep. of Local Administration, GDLA, MOI	Assitant Trainer
6	Mr. Vin Pros	Deputy Director, Dep. of General Administration, GDLA, MOI	Assitant Trainer
7	Mr. Nhav Tang	Chief of Statistical Planning and Information Office, Dep. of Local Administration, GDLA, MOI	Member
8	Mr. Sun Chhunhieng	Chief of Socio-Economic, Cultural and Religion Office, Dep. of General Administration, GDLA, MOI	Trainer
9	Mr. Ly Poeumoniroath	Vice-chief of Monitoring & Research Office, NCDDS	Trainer
10	Mr. Khean Youkthainn	SNA Planning Policy Officer, Policy Development and Analysis Division, NCDDS	Assitant Trainer
11	Ms. Vorng Sreymom	Chief of Inter-Sector and Cooperation Office/Policy Development and Analysis Division, GDLA, MOI	Assitant Trainer
12	Mr. Chey Sambathphalla	Chief of SNA Capacity & HR Office, Policy Development and Analysis Division, NCDDS	Trainer, C/P
13	Ms. Chuon Somaly	Deputy Chief of Sub-national Administration Capacity Development and Human Resources, NCDDS,	Trainer, C/P
14	Mr. Ly Bunthai	National Capacity Development Policy Advisor	C/P
15	Mr. Chhin Tepirum	Subnational National Administration Council Capacity Development	C/P
16	Mr. Prak Vannarith	SNA Council CD Officer	C/P







