

# SPACE

Strengthening Performance, Accountability and Civic Engagement



# Consolidated Report on Testing of Technical Document on Dissemination and Consultative Forums

Prepared by: Output 3 Team of SPACE Program

January 2012

## Table of Contents

	<b>Page</b>
<b>I. Introduction</b>	<b>4</b>
<b>II. Executive Summary</b>	<b>5</b>
<b>III. The modeling process</b>	<b>5</b>
3.1 Development of TD	5
3.2 Coaching in target areas	6
3.3 Objective of Coaching	7
<b>IV. Observations from the coaching session</b>	<b>8</b>
<b>V. General observations and challenges in conducting the Dissemination and Consultative Forums</b>	<b>9</b>
<b>VI. Achievements and Challenges of Each Steps of the TD and recommendations for TD improvement</b>	<b>13</b>
6.1. Overview (graphic) on the steps of the TD	13
6.2. Part 1: Preparation of D&C Forum	14
6.3. Part 2: Conducting of D&C Forum	19
6.4. Part 3: After Conducting the D&C Forum	20
<b>VII. Suggestions of Coachees</b>	<b>21</b>
<b>VIII. Suggestions of Coaches</b>	<b>21</b>
<b>IX. Conclusion</b>	<b>22</b>
<b>X. Recommendations for NCDD-S</b>	<b>22</b>
<b>Annex A: Coaching Sessions, Agenda, and Pictures</b>	

## Abbreviations

D&C Forum	Dissemination and Consultative Forum
PA	Provincial Advisor/ Advisor- Local Governance
Mol	Ministry of Interior
NCDD	National Committee for Sub-National Democratic Development
NCDD-S	National Committee for Sub-National Democratic Development Secretariat
SPACE Program	Strengthening Performance, Accountability and Civic Engagement Program
TD <sup>1</sup>	Technical Document on Dissemination and Consultative Forums
BoG	Board of Governors
AD	Administration Director
IP3	3-year Implementation Plan
NP SNDD	National Program for Sub-National Democratic Development
RGC	Royal Government of Cambodia

---

<sup>1</sup> TD (Technical Document): This abbreviation has been used in different consolidated reports for different references. In this report, TD is specifically referred to as Technical Document on Dissemination and Consultative Forum.

## **I. Introduction**

The Royal Government of Cambodia has embarked on democratic reform since the first general elections in 1993. Participation of citizens, civil society organizations and non-state actors with the government is seen as crucial in promoting local democratization. Although reforms have taken roots and yielded significant outcomes, a number of challenges remain within the context of the reform efforts aiming at promoting autonomous local governments who are accountable and responsive to citizens as well as decentralized public service delivery.

With the Commune/Sangkat elections held in 2002 and 2007 and the election of sub-national councils at Capital, Province, Municipality, District and Khan in 2009, the Royal Government of Cambodia (RGC) introduced significant steps regarding democratic development reform. These new local governments are meant to be accountable to their citizens and the Royal Government and are tasked to promote democratic development in their respective areas.

Under the scope of the 10-year National Program for Sub-National Democratic Development (NP SNDD), supporting sub-national councils to be autonomous, accountable and responsive to local needs and demands are vital. The 3-year Implementation Plan (IP3) emphasizes on this effort, with the National Committee for Sub-National Democratic Development Secretariat (NCDD-S) playing a crucial role in coordinating all capacity development initiatives for councils under the Sub-Program 1 of the IP3.

The NCDD-S with technical support from the EU-SPACE Program, whose main objective is to strengthen the newly elected councils at Provincial, Municipal and District level, has developed a Technical Document on Dissemination and Consultative Forums (D&C Forum) in order to support effective preparation and organization of sub-national D&C Forums.

This document intends to discuss and review the results of the testing period to revise the document before final approval by NCDD-S for nation-wide dissemination. In order to ensure that this document is useful for its target users and is well consulted with all relevant stakeholders, NCDD-S with technical support from the EU-SPACE Program, carried out two processes in order to reach above-mentioned objectives:

1. The Draft of the TD on D&C Forum incorporating mechanisms and tools for sub-national councils to effectively consult with citizens and promote civic engagement was developed by NCDD-S with technical support from EU-SPACE Program.
2. This TD was tested with EU-SPACE target councils in Kampong Tralach district, Kampong Chhnang Province, and Battambang Municipality Council in Battambang

This report summarizes the results of the testing period with the councils<sup>2</sup> (from October 2011 to January 2012) on the TD on D&C Forums.

## **II. Executive Summary**

Having modeled the TD and having conducted numerous coaching sessions with the target users, the coaches have observed significant progress among coachees (chairpersons, Board of Governors (BoG) and administration director (AD)).

Firstly, councilors (especially chairpersons), BoG and ADs have assessed the TD on D&C Forums as a very useful and easily understandable tool to increase the quality of their forums. Additionally, councilors appreciated that NCDD-S invited them to join the consultations on the TD during the pre-training conducted in Battambang Province, June 27<sup>th</sup> to July 01<sup>st</sup>, 2011. They were highly motivated to provide comments and feedback to improve the different parts of the TD, and most of the councils' recommendations were considered in the next draft.

Coachees, especially chairpersons appreciated and participated actively in the coaching sessions. Furthermore, councils voluntarily tested most of the proposed options in the TD to increase effectiveness. Remarkable progress has been observed (see subsequent headings).

In conclusion, after a period of about three months coaching on modeling the TD, two target councils conducted their first (modeling) forums: 1. On December 15, 2011, at Peany commune, Kampong Tralach district, Kampong Chhnang province, and 2. On January 12, 2012, in Svay Por Sangkat, Battambang Municipality, Battambang province. After the D&C Forums were conducted, the coaching continued to take place on part III (step 1, 2 and 3), enabling the council to summarize the proposals and publicize the report of D&C Forum to relevant participants, institutions, and also post it on their information boards.

## **III. The modeling process**

### **3.1 Development of the TD**

Strengthening sub-national councils is the core task of Output 3 of the EU-SPACE program. Since the beginning of the program, NCDD-S together with EU-SPACE program staff developed and discussed the preparation of TD Draft 0. This Draft 0 was consulted with target users of the document in a pre-training which was conducted in Battambang Province from June 27<sup>th</sup> to July

---

<sup>2</sup> Councils: In this document, councils herein refer only to Kampong Tralach district council- Kampong Chhnang province, and Battambang municipality council- Battambang province, with whom the TD was tested.

01<sup>st</sup>, 2011, with participation of representatives of all target councils, BoGs and ADs, representatives of the Provincial Associations of Commune/Sangkat Councils (PAC/S) from both target provinces and NCDD-S advisors. The pre-training was led by NCDD-S staff and the EU-SPACE provincial focal points<sup>3</sup> with technical support from EU-SPACE provincial and national advisors. During this pre-training, feedback and recommendations were collected from participants and considered for the revision of the TD to be used for the modeling period.

After the modeling period, suggestions and recommendations from target users were collected and used for the final revision of this TD. Both NCDD-S and EU-SPACE staff shall sit together to finalize the TD based on the lessons learned from the modeling period. Once the final revision is completed, the TD will be submitted to management of NCDD-S for approval and the subsequent nation-wide dissemination of the TD to all newly elected councils in Cambodia.

### **3.2 Coaching in target areas**

#### **3.2.1 Rational for Coaching**

Coaching is considered as a new approach for capacity development implemented by NCDD-S; however, it is mentioned as an integral part of the capacity development strategy for sub-national councils in the 3-year Implementation Plan (IP3). NCDD-S with technical support from the EU-SPACE Program opted to pilot/model the coaching methodology together with the modeling of the TD on D&C Forums. In this regard, coaching consists of the following main aspects:

- Coaching is to be conducted in small groups: coachees include chairpersons, BoGs and ADs. They were coached jointly or separately, according to the different coaching topics identified and agreed with them.
- It is the coachees who decided what topics they wished to be coached on. The Kampong Tralach district council and Battambang Municipality council requested Provincial Advisors (PA) to coach them using the Coaching Manual<sup>4</sup> on D&C Forums.
- Additionally, before holding the forum, the council requested the PA to support them in preparing **session plans** of the forum and conducting a **dry run**. These two additional sessions were not integral part of the TD on D&C Forums but testing both forums proved that these two additional sessions significantly contributed to the success of the D&C Forums.

---

<sup>3</sup> In each of the target province of Battambang and Kampong Chhnang, there are provincial SPACE focal points assigned to support the SPACE program and its work in the provinces..

<sup>4</sup> Each Technical Document is accompanied by a Coaching Manual.

- Coaches are not meant to substitute the tasks of coachees - meaning they do not do the work for the coachees.

With all of these aspects in mind, the coaching was modeled in Battambang and Kampong Chhnang province with two target councils.

### 3.2.2 Orientation session with councils in the target areas

Based on the Coaching Manual, an Orientation Session was delivered to provide an overview on the whole TD to all target users of Kampong Tralach district and Battambang Municipality: all councilors, Board of Governors and AD. The participants later on agreed on topics which they thought they need further coaching on in order to be ready to conduct their D&C Forums.

### 3.2.3: Table of coaching sessions

Target Administration	Number of coaching sessions
<b>Kampong Chhnang province</b>	
Kampong Tralach Administration	10 (2 additional sessions)
<b>Battambang province</b>	
Municipality Administration	5 sessions (3 sessions are to be provided in January and February 2012)

**Note:** Please refer to Annex A for a more detailed table on coaching sessions and topics.

### 3.3 Objective of Coaching

To support sub-national councils to effectively run their D&C forums, as laid out by Sub-Decree 216, the TD was considered as a useful instrument as it guides councils to choose different methods and tools for preparing, implementing and following up on their forums. However, although the TD provides tools, coaching support is necessary to further strengthen councils to better make use of these tools.

It was, therefore, expected that coaching during the modeling phase shall contribute to 1) a better understanding of the TD, 2) capacity development for the coachees to be enabled to conduct their D&C forums (before, during and after the forum) and 3) the collection of suggestions/recommendations from the target group for the improvement of the TD.

#### **IV. Observations from the coaching sessions**

During the coaching sessions, it was noted that coachees were interested and committed to participate in the coaching sessions organized by NCDD-S and SPACE coaches. With reference to the Annex 1, the coaching sessions on different coaching topics were requested by the coachees for coaching sessions after the orientation session was held.

Other additional coaching sessions were requested by coachees.

#### **For Kampong Tralach District Council:**

##### **A. List of initial coaching topics:**

1. Identify issues and timeframe for the draft agenda of the forum
2. Preparation of draft agenda, methodologies, list of invitees, venue, forum regulation, key reporting points and facilitator identification
3. Finalize the documents for the forum and seek councils' decision
4. Task division before conducting the forum
5. Confirmation of task division for conducting the forum
6. Conducting the dissemination and consultative forum
7. Summarize the proposals of the dissemination and consultative forum
8. Publication of the results of the dissemination and consultative forum

##### **B. List of topics requested for more coaching:**

1. Development of forum session plan
2. Dry-Run for forum conducting

#### **For Battambang Municipality Council:**

##### **A. List of initial coaching topics:**

1. Identify issues and timeframe for the draft agenda of the forum
2. Preparation of draft agenda, methodologies, list of invitees, venue, forum regulation, key reporting points and facilitator identification
3. Finalize the documents of the forum and seek councils' decision
4. Task division before conducting the forum
5. Confirmation of task division for conducting the forum<sup>5</sup>.

##### **B. List of topics requested for more coaching:**

In case of Battambang Municipality, no additional topics were requested.

---

<sup>5</sup> Until this report is written for Battambang Municipality, 3 additional topics are yet to be provided: 1. Conducting dissemination and consultative forum 2. Summarize the proposals of the dissemination and consultative forum and 3. Publication of the dissemination and consultative forum

Having been exposed to coaching as a capacity development methodology for the TD on Council Meeting, coaching for TD D&C Forum has been well accepted by coachees and they appreciated the coaching efforts of provincial coaches.

Like in case of the coaching on the TD Council Meetings, coaching for this TD also experienced absenteeism on the part of board of governors during the modeling phase. The reasons were that the BoG was too busy with other tasks. However, the Administrator Director was actively involved in all coaching sessions. This pattern was observed in both provinces.

## **V. General observations and challenges in conducting the Dissemination and Consultative Forums**

### **A. General observations**

Having provided coaching to target users of the TD for a certain period of time, the following improvements have been observed when councils conducted their D&C Forum:

The chairpersons expressed confidence in facilitating their D&C Forum after attending the coaching sessions. This increased level of confidence presumably came as a result of the provision of more options and clear descriptions about each step in the TD. According to them, the steps are simple, easy-to-understand and practical – like in the TD on Council Meetings.

From observation, ADs, BoG and chairpersons together were able to prepare the forum documents:

- Agenda of the forum,
- Session plan of the forum,
- Invitation,
- Venue setting and preparation
- Relevant documents for use in the forum, namely internal rules, document on roles and responsibilities of the council and board of governors, budget document of the respective administration, challenges and difficulties of the administration and activities and next activities for next year of the administration.

They conducted a **Dry-Run** before the forum by using their prepared session plan. During the forum they implemented the task division based on the experiences from the dry-run.

The forum was held successfully with full attendance of participants. Everyone appreciated each other for their active role in organization of the forum. Success of the forum comes after hard

work and commitment of chairpersons, BoGs, ADs and the administration staffs. The most important thing was that both administration and council were committed and eager to perform in implementing their first forums, especially given the participation of citizens. As a result more civic engagement was promoted by these forums.

After the forum, the chairmen, ADs and BoGs involved in preparing and disseminating the reports to relevant institutions and in Kampong Tralach they posted it on their information boards and as well in the Peany commune. However, Battambang Municipality council had just conducted the forum on January 12, 2012, so they have not yet finished the preparation of the draft report yet.

## **B. Observations by each part of the TD:**

Through each coaching session, coaches observed that councilors in both councils (especially chairman), BoG and AD improved regarding the following points:

### **i. Before the Forum**

1. All councilors, BoG and AD were committed to hold their first forum. They wanted to implement their roles and duties and gain more knowledge and experience in conducting a public forum. They also wanted to increase their popularity with their citizens.
2. The council exercised all steps of the TD, for instance identifying and selecting the issues for the forum agenda, date, time, location, forum documents, invitation, task division, presentations, session plan, facilitation, checklist, reporting and dissemination.
3. The budget was proposed, discussed in the council meeting and transparently expended.
4. The councils were able to develop session plans and conduct a dry run. Both session plan and dry run were key elements which were later added (as they were originally not foreseen in the TD).
5. The announcement of the forum was posted at the district hall in Kampong Tralach and in Battambang, the announcement was not only posted on the municipality information board but also in Svay Por sangkat.

### **ii. During the Forum**

1. The forum documents were delivered to participants [Ref.: Annex 2]
2. The forum was conducted with good time management

3. The forum venue was set up in a suitable. All participants got sufficient room and chairs for sitting.
4. The registration was well done by administration staff.
5. The forum announcement, opening remarks, national anthem, forum regulation announcement, and council introduction were well done.
6. Women were motivated to sit in the front.
7. All presentations were well prepared (using flip charts in most cases).
8. The participants raised questions and made requests during the question, answers and comment sessions. There were totally 10 questions in the forum in Kampong Tralach [Ref: Annex 2] and over ten questions in Battambang Municipality [Ref: Annex 2]. Some participants, who could not ask their questions during the session, were invited to raise their points afterwards by writing them on a piece of paper - in Battambang Municipality boxes were installed to collect these questions from participants.
9. The chairpersons and governor and relevant line officials provided answers to the participants.
10. The group discussion was well managed. This methodology proved to be a good choice for a large group like in these forums.
11. The instructions on the process of the working groups was clear to the groups. The questions for group discussion was clear to the participants and the process was well done. [Ref: Annex 2]
12. The summary of the forum was well conducted by the facilitator.
13. The council chairmen provided good closing remarks to the participants, as he reconfirmed the objective of the forum, made a sound summary of all of the finding and provided a well-appreciated closing.

### **iii. After the forum**

1. The AD collected all relevant information including questions, proposals, and comments from the participants;
2. The AD drafted the forum report for discussion and adoption during the council meeting. This report was clear and short but covering all main points of the forums.[Ref: Annex 2 ]
3. Forum reports were sent to relevant institutions (Ref. Annex 2, Point B, File: 12) and the

summary report was posted on the information boards of the district and commune hall in Kampong Tralach District and at the municipality and Sangkat hall in the case of Battambang. [Annex 2].

In general, it was observed that the atmosphere during the D&C Forum was conducive to civic engagement [citizens, CSOs and private sectors] due to seating arrangement, participatory elements such as group discussion and encouragement for participants to ask questions. Also ideas from opposition parties were considered by both councils.

### **C. Challenges**

However, although significant progress in D&C Forums can be observed, there are still some challenges to note, such as:

#### **A. Before the forum:**

1. Council, AD and BoG have not experienced conducting a D&C Forum before. So they still hesitated to do it, and were worried that they could not do it successfully.
2. The council needed a lot of time to collect the topics for the draft of agenda of the forum.
3. The councils had difficulties in presenting the budget situation because they do not have any budget as of yet.
4. AD and BoG needed time to read the relevant documents such as a summary report of the committees, report of the BoG, report of the finance office, and other information before they decided to choose the topics.

#### **B. During the forum:**

1. Some parts of the forum were more time-consuming than expected;
2. There was no pin board-flipchart prepared for participants to write their comments or questions if they wanted to do so;
3. Representative of citizens, representative of religious groups, CSOs and NGOs as questions during the questions and answer periods and they activity participate in the working group discussion.

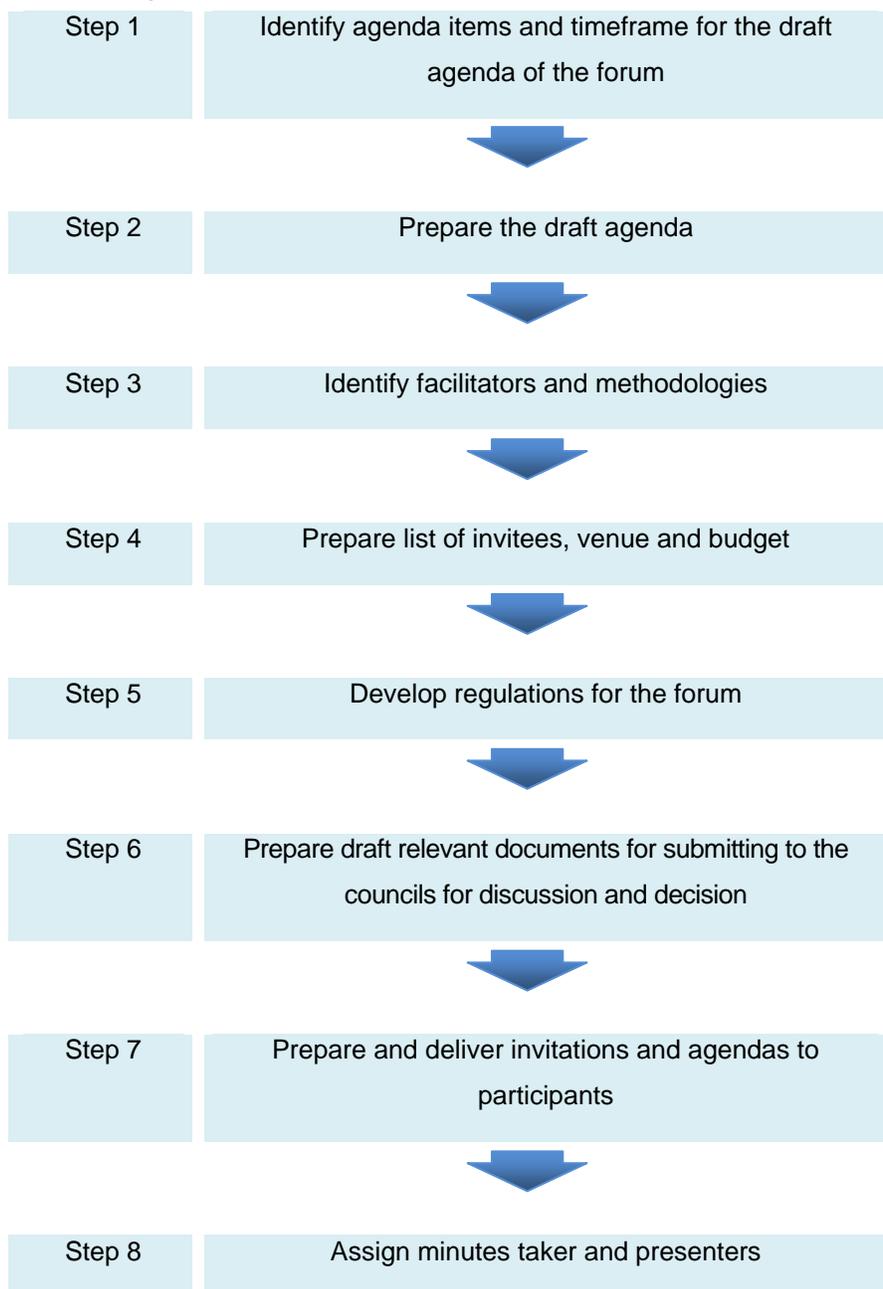
#### **C. After the forum:**

1. The BoG was not present in the coaching session due to a busy schedule. The PA only could only discuss with Council and AD on the report improvements;
2. The skills on report writing are still limited for both AD and Council.

## VI. Achievements and Challenges of Each Steps of the TD and recommendations for TD improvement

### 6.1 Overview (graphic) on the steps of the TD

#### Part 1: Preparing for Dissemination and Consultative Forum



#### Part 2: Conducting Dissemination and Consultative Forum

**Part 3: Tasks to be done after the Dissemination and Consultative Forum**



**6.2 Part 1: Preparation of Dissemination & Consultative Forum**

**Step 1: Identify issues and timeframe for the draft agenda of the forum**

The first step in preparing for a D&C Forum is to identify issues and timeframe for the Draft Agenda of the Forum to be disseminated and discussed in the forum. The administration director supports the chairperson to identify possible draft agenda items for the forum.

<b>Worked well</b>	<b>Challenges</b>
This step went smooth.	The governor(s) was absent during the session in both administrations.

**Step 2: Prepare the draft agenda**

The second step is to develop a draft agenda and to calculate the time allotted to discuss each issue. The agenda can help to ensure that all the important matters are addressed.

<b>Worked well</b>	<b>Challenges</b>
The draft agenda was well prepared by the administration.	

**Step 3: Identify facilitators and methodologies**

The third step is to select a councilor to be a facilitator and identify methodologies for the Dissemination and Consultative Forum. The chairperson of the council is the leader of the Dissemination and Consultative Forum.

Worked well	Challenges
<p>This step has been seen as important in ensuring that the forum can process smoothly. The council appreciated the session plan which was developed with support from the coaches. The session plan was not part of the TD but proved to be helpful. It was observed that with a session plan they have clear division of labor, they can prepare themselves in advance on the methodologies they are using and it avoid role confusion and methodology confusion.</p> <p>Group discussion as a facilitation method was new to the councils, however, both councils agreed to try. As a result, the level of participation was high during both forums in each group.</p> <p>Flip charts for presentations were also introduced in the coaching sessions. Councils, AD, and BoG were committed to improve their capacity and more effectively make use of flip charts during the coaching process in preparation of the forum.</p> <p>The idea of a questions box was introduced. Citizens could use this box to address their questions to the council (this point was not mentioned in the TD).</p>	

**Recommendations<sup>6</sup> for improvement of the TD:**

- Introduce use of question boxes in the Q&A Session.
- More time should be allocated to Q&A Session.

---

<sup>6</sup> Recommendation: It refers to recommendation(s) based on the modeling experience in order to improve the TD.

#### Step 4: Prepare list of invitees, venue and budget

The fourth step is preparing the list of invitees, venue and budget preparation for the Dissemination and Consultative Forum. The more diverse and broad the makeup of the forum is, the higher the probability that all important topics affecting citizens will be brought up. In addition, the more people participating in the discussion of problems faced by citizens, the more support there will be for the council's decisions.

Worked well	Challenges
<p>Council discussed and approved list of invitees, venue selection.</p> <ol style="list-style-type: none"><li>1. List of invitees was well prepared</li><li>2. Venue was well established and managed</li><li>3. Budget was prepared</li></ol> <p>List of invitees as made with a gender equality perspective. Based on what TD proposed, coaches advise council to ensure equal participation of women and men in the forum. [See attachment.]</p>	

#### Step 5: Develop regulations for the forum

The fifth step is preparing a number of regulations for the forum to ensure that the participants have the same rights and opportunities to speak.

Worked well	Challenges
<p>Both councils developed internal rules and approved the internal rules in their council meeting.</p> <p>The internal rule supports the council in running the forum as effective as possible. [Ref: Annex 2: Internal Rule]</p>	

**Step 6: Prepare draft relevant documents for submitting to the councils for discussion and decision**

The sixth step is submitting the draft documents of the Dissemination and Consultative Forum to the chairperson for agreement or modification. Afterwards, these packages of documents will be sent to all councilors before the council meeting.

Worked well	Challenges
<p>This step intends to support the council and its respective administration to make sure that all documents are prepared before the forum takes place.</p> <p>Both councils invested a lot effort to ensure they have all necessary documents for the forum ready. These documents included:</p> <ol style="list-style-type: none"> <li>1. Agenda</li> <li>2. Session plan</li> <li>3. Internal rule</li> <li>4. Roles and responsibility of council and BoG</li> <li>5. Report of the administration 2011 and Challenges and difficulties for 2011</li> <li>6. Plans/Projects for 2012</li> <li>7. Budget for 2012</li> </ol>	<p>The preparation of relevant documents was delayed. In both provinces supporting documents, such as</p> <ol style="list-style-type: none"> <li>1. Roles and responsibility of council and BoG</li> <li>2. Report of the administration 2011 and Challenges and difficulties for 2011</li> <li>3. Plans/Project for 2012</li> <li>4. Budget for 2012;</li> </ol> <p>were not finished before the council's last meeting before the forum was held.</p>

**Note:** Both councils struggled to have these documents ready before the forum was held. Although they finished these document one or two days before the forum, they should have finished them for the last council meeting before the actual forum was conducted. By so doing councilors would be enabled to review and comment on these documents.

**Step 7: Prepare and deliver invitations and agendas to participants**

The seventh step is to ensure that the largest possible number of people is informed about the forum and its results.

Worked well	Challenges
From observation, both councils managed to	

<p>invite all participants on time and the number of participants that turned up for the forum was high.</p> <p>This high level of participation suggests that citizens are interested and use the forum to ask question to councils and BoGs in the forum organized by both councils.</p>	
--	--

### Step 8: Assign minute taker and presenters

The eighth step is the final step in preparing for the Dissemination and Consultative Forum and is the opportunity for the council to present to experts from the council's division/offices, relevant line departments and offices about the forum. The chairperson facilitates and assigns concerned experts to answer specific questions from the audience during the forum.

Worked well	Challenges
<p>This step went smooth. In both forums, there was a clear assignment of tasks among chairperson, BoG, AD and relevant staffs.</p> <p>Notably, division of labor was good in both forums and in line with a session plan.</p>	

### Recommendations for improvement of the TD:

As initially planned, no dry run was held. However, the council in Kampong Tralach opted to conduct a dry run. This dry run proved to be useful as it:

- Provided an opportunity for the councilors, BoG, AD and staff who were assigned to practice their respective tasks during the forum;
- Clarified the division of labor;
- Simulated forum processes and methodologies used
- Helped to confirm and clarify points upfront which were not clear (e.g. documents, presentations, flip charts, seating arrangement, and venue setting).

### 6.3 Part II: Conducting D&C Forum:

Worked well	Challenges
<p>The forum was well organized by following the steps proposed in the TD.</p> <p>An overview of the forums as they were conducted can be outlined as follows:</p> <ol style="list-style-type: none"> <li>1. Venue was well organized</li> <li>2. High level of participation (in terms of numbers?)</li> <li>3. Agenda was well followed</li> <li>4. Working group discussions went well</li> <li>5. The forum was not used for party politics</li> <li>6. The council and its administration were able to facilitate the forum smoothly</li> <li>7. Time management was good overall.</li> </ol> <p>In short, all steps proposed by the TD were followed and thereby significantly contributed to an effective organization of the forum.</p>	<p>In Battambang, the NCDD-S provincial advisor spoke for 5 minutes, although his speech was not included in the forum agenda. This situation should be avoided in the future as it is not the role of an advisor to interfere respectively take up an active role in the work of the council.</p>

#### Recommendations for improvement of the TD:

- D&C Forum of municipality and district should be conducted closed to or in the respective sangkat and commune
- To give female councilor(s) role(s) in the forum and increase their visibility
- In case that not all questions posed by participants of the forum can be answered, the chairperson should inform where and when the citizens will get their answers
- Provide further tips on seating arrangement in both TD and Coaching Manuals.

#### Options for consideration

- Slogans can be displayed but the content should be centered on the forum and political statements should be avoided
- The chairperson should provide the report on future activities; the report should not only specify new investments but also the development objectives (visions) of the council, measures to improve transparency and accountability of the council etc.

## 6.4 Part III: After Conducting the D&C Forum

### Step 1: Summarize the proposals of the Dissemination and Consultative Forum

After the Dissemination and Consultative Forum, the council shall consolidate all comments raised during the forum. All comments/suggestions need to be taken into account.

Worked well	Challenges
<p>After conducting the forum, the AD &amp; Council collected the questions and proposals from participants and filed them into a forum report, sent them to the BoG and Chairperson for comments and then put them in the agenda of the upcoming meeting for discussion and approval before dissemination to all relevant persons and the public.</p> <p>This process was well understood.</p>	<p>The busy schedule on side of the BoG and AD still causes problems in fulfilling certain tasks on time.</p>

### Step 2: Discussion and approval of the proposals raised during the forum

The council needs to hold an in-depth discussion on the report, actions of the BoG in responding to comments or suggestions raised during the forum. The council has the right to give supplementary or alternative recommendations concerning the BoG report.

Worked well	Challenges
<p>The council chairperson, some councilors, and AD agreed that this work should be carried out after the forum, which was held on December 15 for Kampong Tralach. Battambang Council did not yet start working on this part.</p> <p>However, experience from Kampong Tralach suggests that this step is well understood.</p>	

### Step 3: Publication and Dissemination of the Consultative Forum Report

Dissemination of the report and recommendations is crucial to improving transparency and

accountability.

Worked well	Challenges
<p>The Council in Kampong Tralach already disseminated the forum report and the short version of the report. The reports were posted on the information boards in Kampong Tralach and Peany Commune.</p> <p>Battambang Municipality council has just conducted their forum, so they are not yet at this stage.</p> <p>Ref.: attachment.</p> <p>Short report for dissemination</p>	<p>Kampong Tralach council could produce a summary report by extracting information from the main forum report. The summary report was just a list of question and answers.</p> <p>Further support in this regard is needed.</p>

### VII. Suggestions of Coachees

After a period of two months and a half of coaching, the coachees have made some suggestions regarding the TD and the coaching process:

- The TD should include the development of a session plan
- The TD should include a Dry Run session before the actual forum is to be held
- Training should be provided on forum report writing.

### VIII. Suggestions of Coaches

Having provided coaching for the coachees over the past two and a half months, the coaches have the following suggestions:

- Further sessions should be developed e.g. on session plan and dry run.
- Continue to provide coaching in the target areas to further support councils.
- BoG should participate in coaching sessions the same way like the chairperson and on a regular manner. Absence of BoG affects the quality of coaching and the performance of the council in fulfilling their functions, because both BoG and administration director are key persons in conducting a forum.
- There should be training on forum report writing, and local problem solving as requested by the councils.
- Capacity development for responsible persons in organizing D&C Forum should be

provided and on-going support (coaching and mentoring) should also be accompanied.

## **IX. Conclusion**

- Although both councils were the first to hold a dissemination and consultative forum as stipulated in the legal framework, forums were well organized by following all steps suggested in the TD. Councilors, BoGs and ADs were happy with the success of their first forums.
- The TD on D&C Forum proved to be an effective tool to support quality preparation, organization and dissemination of council forums. From the coaching sessions carried out during the modeling process, it was clear that councilors, BoGs and ADs understand the importance of consultation with stakeholders and especially local citizens to whom they are accountable to.
- It is important to remember that steps and options proposed in the TD are just for the councils to choose. Throughout the modeling period, it became obvious that the concept of coaching is well accepted by all coachees. The coaching sessions enable councils and administration to prepare, conduct and follow up on the forum themselves
- 
- X. Recommendations for NCDD-S
- Through modeling the TD, some recommendations came up which could be considered by NCDD-S:
  - With the success of the D&C Forum in Kampong Tralach and Battambang Municipality, the TD on D&C Forum should be adopted for nationwide use.
  - Additionally, because councils shall conduct their forums in June each year (for Municipalities and Districts) further refresher trainings and coaching are necessary to be provided to coachees at an appropriate time well in advance before June.
  - Support to sub-national councils should focus on how to promote civic engagement
  - Coaching played an important role in the success of the two forums. Therefore, use of coaching should be encouraged.

**End item**

## Annex 1: List of Coaching Session Conducted

### Kampong Chhnang

<ul style="list-style-type: none"> <li>Target Administration/Councils</li> </ul>	<ul style="list-style-type: none"> <li>Date</li> </ul>	<ul style="list-style-type: none"> <li>Topics</li> </ul>	<ul style="list-style-type: none"> <li>Coachees</li> </ul>
<ul style="list-style-type: none"> <li>Kampong Council</li> </ul>	<ul style="list-style-type: none"> <li>28/10/2011</li> <li>8:00-9:00</li> </ul>	<ul style="list-style-type: none"> <li>Identify issues and timeframe for the draft agenda of the forum</li> </ul>	<ul style="list-style-type: none"> <li>Chairperson, BoG and Administration Director (AD)</li> </ul>
	<ul style="list-style-type: none"> <li>7/11/2011</li> <li>8:00-10:30</li> </ul>	<ul style="list-style-type: none"> <li>Preparation of Agenda, Methodologies, List of Invitees, Venue, Forum Regulation, Key Reporting Point, and Facilitator Identification</li> </ul>	<ul style="list-style-type: none"> <li>Chief of Administration and Finance Office</li> </ul>
	<ul style="list-style-type: none"> <li>17/11/2011</li> <li>8:00- 10.00</li> </ul>	<ul style="list-style-type: none"> <li>Finalize the documents of the Forum and seek council's decision</li> </ul>	<ul style="list-style-type: none"> <li>Chairperson and AD</li> </ul>
	<ul style="list-style-type: none"> <li>28/11/2011</li> <li>8:00-9:15</li> </ul>	<ul style="list-style-type: none"> <li>Tasks division before conducting forum</li> </ul>	<ul style="list-style-type: none"> <li>Chairperson, BoG, AD and Chief of Administration and Finance Office</li> </ul>
	<ul style="list-style-type: none"> <li>01/12/2011</li> <li>8:00- 1:00am</li> </ul>	<ul style="list-style-type: none"> <li>Developing Session Plan of C &amp; D Forum</li> </ul>	<ul style="list-style-type: none"> <li>Council &amp; AD</li> </ul>
	<ul style="list-style-type: none"> <li>06/12/2011</li> <li>1:00-5:00:00</li> </ul>	<ul style="list-style-type: none"> <li>Continue coaching tasks division before conducting forum and</li> </ul>	<ul style="list-style-type: none"> <li>Chairperson, BoG, AD and Chief of</li> </ul>

		finalized relevant documents and materials including invitation, Session plan, Agenda, Back Drop, Flipchart for presentation, Budget, Tent and seating arrangement	Administration and Finance Office
	<ul style="list-style-type: none"> <li>▪ 08/12/2011</li> <li>▪ 8:00- 11:00</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue coaching on forum documents and materials including invitation, Session plan, Agenda, Back Drop, Flipchart for presentation, Budget, Tent and seating arrangement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Chairperson, BoG, AD and Chief of Administration and Finance Office</li> </ul>
	<ul style="list-style-type: none"> <li>▪ 13/12/2011</li> <li>▪ 8:00-11:00</li> </ul>	<ul style="list-style-type: none"> <li>▪ Try run for conducting Dissemination and consultative Forum</li> <li>▪</li> </ul>	<ul style="list-style-type: none"> <li>▪ Chairperson, BoG, AD and responsible persons and councillors</li> </ul>
	<ul style="list-style-type: none"> <li>▪ 14/12/2011</li> <li>▪ 8:00- 11:00</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review on checklist comparing to all tasks, activities, and materials have been completed before Conducting Forum</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council &amp; AD &amp; BoG</li> </ul>
	<ul style="list-style-type: none"> <li>▪ 15/12/2011</li> <li>▪ 8:00-11:00</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conducting Dissemination and Consultative Forum</li> </ul>	<ul style="list-style-type: none"> <li>▪ Chairperson, BoG, AD and responsible</li> </ul>

			persons
	<ul style="list-style-type: none"> <li>▪ 16/12/2011</li> <li>▪ 8:00- 11:00</li> </ul>	<ul style="list-style-type: none"> <li>▪ Conduct reflection on D &amp; C Forum after being held</li> </ul>	<ul style="list-style-type: none"> <li>▪ Council &amp; AD &amp; BoG</li> </ul>
	<ul style="list-style-type: none"> <li>▪ 21/12/2011</li> <li>▪ 8:00-11:30</li> </ul>	<ul style="list-style-type: none"> <li>▪ Summarize the proposals of Dissemination and Consultative Forum</li> </ul>	<ul style="list-style-type: none"> <li>▪ BoG &amp; AD</li> </ul>
	<ul style="list-style-type: none"> <li>▪ 30/12/2011</li> <li>▪ 8:00-11:30</li> </ul>	<ul style="list-style-type: none"> <li>▪ Publicize Dissemination and Consultative Forum Report</li> </ul>	<ul style="list-style-type: none"> <li>▪ Chairperson and BoG</li> </ul>

**Battambang Municipality**

<ul style="list-style-type: none"> <li>▪ Target Administration/Councils</li> </ul>	<ul style="list-style-type: none"> <li>▪ Date</li> </ul>	<ul style="list-style-type: none"> <li>▪ Topics</li> </ul>	<ul style="list-style-type: none"> <li>▪ Coachees</li> </ul>
--	--	--	--

<ul style="list-style-type: none"> <li>▪ Municipality administration</li> </ul>	<ul style="list-style-type: none"> <li>▪ Nov. 24, 2011</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identify issues and timeframe for draft agenda of the forum (TD Part 1, Step 1)</li> </ul>	<ul style="list-style-type: none"> <li>▪ - Chairman of councilor: 1</li> <li>- Admin staff: 3</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Nov. 30, 2011</li> </ul>	<ul style="list-style-type: none"> <li>▪ Preparation of draft agenda, methodologies, list of invitees, venue, budget, forum regulation, key reporting points and facilitator identification (TD Part 1, Step 2-5)</li> </ul>	<ul style="list-style-type: none"> <li>▪ - Governor: 1</li> <li>▪ - Admin staff: 6</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Dec. 02, 2011</li> </ul>	<ul style="list-style-type: none"> <li>▪ Finalize the documents of the forum and seek council's decision (TD Part 1, Step 6)</li> </ul>	<ul style="list-style-type: none"> <li>▪ - Admin director:1</li> <li>▪ - Chief of admin and finance office:1</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Jan. 05, 2012</li> </ul>	<ul style="list-style-type: none"> <li>▪ Task division before conducting the forum (TD Part1, Step 7)</li> </ul>	<ul style="list-style-type: none"> <li>▪ - Chairman of councilor: 1</li> <li>▪ - Admin director:1</li> <li>▪ - Chief of admin and finance office:1</li> <li>▪ - Admin staff: 3</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Jan. 10, 2012</li> </ul>	<ul style="list-style-type: none"> <li>▪ Confirmation of task division for conducting forum (TD Part 1, Step 8)</li> </ul>	<ul style="list-style-type: none"> <li>▪ - Chairman of councilor: 1</li> <li>▪ - Admin director:1</li> <li>▪ - Chief of admin and finance</li> </ul>

			office:1
--	--	--	----------

## Annex 2: Attachments

### A. Document from Battambang

1. [Forum budget](#)
2. [Forum agenda](#)
3. [Forum session plan](#)
4. [Forum internal rule](#)
5. [List of participant to the forum](#)
6. List of questions and answers
7. [Scanned permission letter by Mol](#)
8. Report of the forum
9. Dissemination document on forum report
10. Questions raised during the forum: [File 1](#), [File 2](#) and [File 3](#)
11. [Some photos of the forum](#)

### B. Document from Kampong Chhnang

1. [Forum budget](#)
2. [Forum agenda](#)
3. [Forum session plan](#)
4. [Forum internal rule](#)
5. [List of participant to the forum](#)
6. [List of questions and answers](#)
7. [Scanned permission letter by Mol](#)
8. [Report of the forum](#)
9. [Dissemination document on forum report](#)
10. [Picture of forum report posting in district information board](#) and [Picture of forum short report posting in Peanny Commune](#)
11. [Some photos of the forum](#)
12. [List of relevant institution where the forum report is sent to](#)

-----