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Zusammenarbeit (GIZ) GmbH

# Permissive Function Projects/Activities

of the councils in 17 partner and cooperation  
districts/municipalities of the EU DAR Project  
in Battambang and Kandal Province

Results and conclusions  
of a survey conducted in May/June 2018



Co-funded by the European Union



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## 0.1. LIST OF ACRONYMS

AD	Administrative Director
BoG	Board of Governors
CCWC	Commune's Committee for Women and Children
CIP	Commune Investment Plan
CPP	Cambodian People's Party
CSO	Civil Society Organisation
DC	District Council
DIP	District Investment Plan
DM Fund	District/Municipality Fund
DM Investment Fund	District/Municipality Investment Fund
DoE	District Office of Environment
D&D	Decentralisation and De-concentration
EU DAR	EU Project for Decentralisation and Administrative Reform
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
IP3-III	Phase III of the National Programme for Sub-National Democratic Development Three Year Implementation Plan
LD	Line Department(s)
MEF	Ministry of Economy and Finance
MoE	Ministry of Environment
MoEYS	Ministry of Education, Youth and Sport
Mol	Ministry of Interior
MoU	Memorandum of Understanding
NCDD-S	National Committee for Sub-National Democratic Development – Secretariat
NGO	Non-Governmental Organisation
OWSO	One Window Service Office
PDEF	Provincial Department of Economy and Finance
PDoC	Provincial Department of Commerce
PDoE	Provincial Department of Environment
PDoEYS	Provincial Department of Education, Youth and Sport
PDoSVY	Provincial Department of Social Affairs, Veterans and Youth Rehabilitation
P/D/M levels	Province/District/Municipality levels
RGC	Royal Government of Cambodia
SNA	Sub-National Administration(s)
TD	Technical Document
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
VSG	Village Support Group (NGO based in Battambang)
WCCC	Women and Children Consultative Committee (of Capital, Province, Municipality, District and Khan Councils)

## 0.2. PREFACE

When the “Organic Law” defining the basic framework for the structure of a decentralised administration in Cambodia was adopted in 2008, it included the decision of the Royal Government of Cambodia (RGC) that local councils, beyond managing “obligatory” functions transferred or delegated to them from the national line ministries, should have a somewhat general mandate covering all concerns raised by the citizens which had not yet been taken care of by the national administration or its subordinated local line departments (LD) and offices. Section 4 of the law formulated the first regulations for the management of such “permissive functions” by the local councils. For the local administrations and their councils, elected directly or indirectly, this was a completely new and challenging obligation – as they were accustomed to only carrying out activities and tasks which were expressively put under their responsibility by the higher layers of state administration.

It took some years before a more concrete legal basis was adopted by the National Committee for Sub-National Democratic Development (NCDD) on behalf of the RGC. In the *“Sub-Decree on the Selection, Management, Arrangement and Execution of Permissive Functions by Sub-National Administration”*, issued September 2014, clear powers were transferred for the management of these “permissive functions” to the local councils.

It was stated that *“Sub-National Administrations may pro-actively select one or a number of permissive functions to execute based on the needs of citizens or local priorities”* and that *“in the management, arrangement and execution of permissive functions, Sub-National Administrations can use their own resources, donations from internal and external sources to their jurisdiction and/or revenue from other sources as permitted by laws and regulations”*. However, the details of how local councils could clarify in each situation if a specific concern or need of the citizens was already under the responsibility of one of the line ministries, and in fact already taken care by them and their local structures, was missing in this document. It therefore does not come as a surprise that local councils have ventured only in a few cases to become active in this new field of responsibilities.

Taking into account this situation, and with the history of local councils lacking the experience and understanding on how to become active on issues which are not requested of them but at their own initiative, the Secretariat of the NCDD (NCDD-S) (in cooperation with the Gesellschaft für Internationale Zusammenarbeit (GIZ)) designed and distributed a technical document (TD) on *“The Selection, Management and Execution of Permissive Functions by Sub-National Councils”* in 2015 to provide guidelines and encourage local councils countrywide to progressively enter this new field of responsibilities. However, there has been little progress in this field, and considering the

great importance of proactive local councils in their general mandate for the daily life of the citizens, the RGC has declared it a key priority in phase III of the National Programme for Sub-National Democratic Development Three Year Implementation Plan (IP3-III) for the years 2018 – 2020.

This study has been commissioned and was conducted in May and June 2018 under the EU Project for Decentralisation and Administrative Reform (EU DAR), which was implemented by GIZ in agreement with NCDD-S. Its objective has been to find out how the general mandate of Sub-National Administrations (SNA) is understood and implemented by councils in the 17 districts/municipalities in the Battambang and Kandal Provinces which are included in the activities of the EU DAR Project, and to learn about potential problems and ways of promoting the general mandate countrywide.

This study has been conducted by a team of consultants with broad experience in the field of Decentralization and De-concentration (D&D) policy and sub-national governance in Cambodia, composed of Dr Peter Koeppinger, a German expert who has been involved in this field in Cambodia since 1999; Ms. Poch Pophu, with many years work experience at civil society organisations and at NCDD-S focusing on gender issues in sub-national governance; and Mr. Tepirum Chhin with an extensive background of work on sub-national democratic development at the United Nations Development Programme (UNDP) and at the NCDD-S.

We hope that the results and conclusions from this study will contribute and further the successful promotion of the general mandate of local councils by international and national stakeholders.

### 0.3. INTRODUCTORY REMARKS

This study has been based on interviews and focus group discussions with stakeholders in projects and activities conducted under the general mandate of SNA in 17 districts/municipalities in the Battambang and Kandal Provinces. The interviews and focus group discussions were conducted by consultants who were accompanied by staff from NCDD-S and local advisors of the EU DAR project of GIZ in the respective districts.

During the survey, interviews were conducted with individuals and in the form of focus group discussions in the 17 districts/municipalities. The interview questions are listed in section 4 of this paper.

The groups included in the interviews were:

- council chairpersons and selected members of the councils in the districts/municipalities including chairpersons of the Women and Children Sub-committees
- governors and members of the board of governors of the districts/municipalities
- administrative directors of the districts/municipalities
- representatives of the offices of the district/municipality administrations and of line offices relevant for the respective permissive function projects/ activities
- citizens and representatives of civil society organisations relevant for the respective permissive function/activities

The list of projects/activities in the 17 districts/municipalities shown in section 1 includes all projects/activities mentioned in the interviews, regardless of whether they are considered as priority projects in the respective districts/municipalities and of their characterisation as “permissive function projects/activities”. It is assumed that a certain number of them cannot be included under the category “permissive function”, as they were primarily organised and implemented by the respective district/municipality administration and not conducted with formal approval and monitoring of the councils.

Section 2 details the projects which have been named “priority projects/activities” in the 17 districts/municipalities. In some districts there is more than one priority project or activity. They are presented here in a format which includes the information considered to be the most relevant for a potential dissemination and (an adapted) replication at other localities and could form part of a databank to be accessible by districts and municipalities countrywide.



Some of these 21 examples could not, in a strict sense, be considered “permissive function projects/activities” as they do not meet the criteria of formal decisions/approval by the respective councils or other elements of permissive functions of sub-national councils. Consequently, the final set included in an initial databank of “permissive function projects/activities” might include only 10 – 15 of these examples.

In section 3 is a summary of general observations and recommendations which could be useful for the further policy development and actions of NCDD-S regarding the active use of “permissive functions” by the district and municipality councils countrywide.

## **1. LIST OF PROJECTS MENTIONED IN THE INTERVIEWS**

Projects and activities which have been implemented in the 17 districts/municipalities covered by the study, but not discussed in detail during the interviews and focus group discussions are listed below. Where the same issue is mentioned more than once, the number of mentions is denoted in brackets at the end of the statement (X).

It can be presumed that in all these projects and activities, the councillors or councils as a whole have been involved. However, in many cases they may not be projects/activities which are strictly considered as being “permissive function projects” conducted under the general mandate of the councils, as some may be related to obligatory functions and some others may have been implemented without formal decisions from the councils.

### **1.1 Health**

- Supporting and promoting the practise of cleaning hands and food safety in primary schools (5)
- Educating and providing facilities for community hygiene and clean water (digging wells, ponds) (2)
- Disseminating information on community hygiene and health, promoting maternal health (3)
- Transport assistance to health centres for pregnant women (3)

### **1.2 Education**

- Organising, supporting and improving community preschools by increasing preschool teacher salaries, and mobilising resources and school materials from the community, charities and civil society organisations (CSOs) (9)
- Supporting the provision of food and other materials to orphan students at primary schools by mobilising resources from the community, charities and CSOs (3)
- Coordinating and mobilising resources from non-governmental organisations (NGO) to build primary schools

### **1.3 Social Assistance and Security**

- Providing food and shelter for the elderly
- Providing nutrition support for pregnant women, elderly people and for children from poor families or who have been abandoned (5)
- Mobilising resources to provide support (in the form of food, clothes and shelter) to the elderly, people with disabilities, poor widows, community orphans and citizens facing natural disasters (5)
- Issuance of a deika (local bylaw) on social assistance and security matters
- Coordinating support for former soldiers to obtain land for building houses

#### **1.4 Environment**

- Waste management (including issuance of a deika) (10)
- Preparation of dumping site in cooperation with a private contractor
- Facilitation to stop discharge of sewage from pig farms into rice fields and rivers
- Prohibition of sewage release from a factory into rivers
- Issuance of a deika for protective management and conservation of forest areas

#### **1.5 Rights Protection, Public Law and Order**

- Spreading awareness of rights protection and providing support against domestic violence (13)
- Supporting public order in primary schools and markets, including parking issues (2)
- Ensuring public order along roads and markets (8)
- Facilitating road traffic congestion (2)
- Solving land conflicts after complaints at the local administration and with involvement of monks and councillors (7)
- Mediation in conflicts between employer and workers after complaints at the local administration

#### **1.6 Economic Development**

- Initiating the establishment of community agricultural associations and measures to increase price of agricultural products (3)
- Organising ecotourism facilities
- Raising awareness and capacity building for farmers on animal husbandry and organic gardening/agricultural production
- Providing vocational training for women on the topics of: sewing, beauty salon services, fish farming and home gardening
- Cooperating with a “green” company for exporting rice

#### **1.7 Rural Infrastructure**

- Constructing and rehabilitating rural roads, primary schools, irrigation canals, water reservoirs and community health facilities (16)
- Coordinating improved access to electricity

#### **1.8 Disaster Management**

- Arranging safe places in flood season and other measures to cope in emergency circumstances and disasters (2)

#### **1.9 Others**

- Supporting training on administrative services in One Window Service Offices (OWSO) (6)
- Organising gardens and concrete areas - downtown and surrounding the district hall (2)

## 2. THE PRIORITY PROJECTS IN THE 17 DISTRICTS/MUNICIPALITIES

### 2.1 Health

#### 2.1.1 Koas Krala District priority project

<b>Name of the Activity and short description</b>	<p><b>Promoting awareness and establishing facilities for cleaning hands in primary schools.</b></p> <p>The District Council (DC) received many complaints from parents that most of primary schools had no water for students to clean their hands, with the lack of hygiene causing many students to get diarrhoea. Hence, the Council decided to promote and support the habit of cleaning hands through the construction of water tanks, installing water pipes and providing facilities for students to wash their hands.</p>
<b>Location and date of project implementation</b>	Koas Krala District, April 2017 – August 2018
<b>Type of activity</b>	One-Time Investment for addressing a problem/citizen's need
<b>Description of the process (identification, preparation, decision and implementation of the permissive function activity)</b>	<ol style="list-style-type: none"> <li>1. In the council meetings, all problems considered to be under the council's jurisdiction were discussed to decide on priorities. The Council decided to implement the establishment of facilities for washing hands in schools as a priority permissive function.</li> <li>2. The Council instructed the Board of Governors (BoG) to contact the offices of education, health centre staff and World Vision (NGO) to support this new project. The Council instructed relevant units of the district administration to gather information from schools and households, so citizens were involved in providing information related to problems caused by a lack of handwashing facilities</li> <li>3. The District Governor contacted the Provincial Department of Education, Youth and Sport (PDoEYS) through the district office of education, then they communicated with the local governance advisor of EU DAR asking for support on regulations and to conduct a study visit to another province (Kampot).</li> <li>4. The decisions were made in the council meetings which were attended by the BG, office of inter-</li> </ol>

	<p>sectoral affairs, Office of Education, school leadership, and commune chiefs. Citizens have not been involved directly in making decisions during gathering information.</p> <p>5. District BoG and district administration prepared a proposal (detailing activities, budget, time frame and beneficiaries) and submitted it to the Council for discussion and approval. The proposal was then submitted to EU DAR to request funding. After EU DAR approval, the construction was put out to public tender. The contract has been awarded to the bidder with the lowest price.</p> <p>This project has just completed the bidding stage.</p>
Main challenges/obstacles during implementation	<ul style="list-style-type: none"> <li>• lack of district staff and budget to organise such services due to volume of requests from many schools</li> <li>• lack of water resources</li> <li>• the proposal preparation process was time consuming</li> <li>• maintenance of the facilities after installation is lacking</li> </ul>
Initiator/requested by	<ul style="list-style-type: none"> <li>• school support committee</li> <li>• parents of students</li> <li>• district councillors</li> <li>• commune councillors</li> </ul>
Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• The councillors collected all problems raised to them, then discussed amongst themselves. The council chair then discussed how to deal with all problems with the Governor.</li> <li>• Afterwards, the Council Chair included a list of all relevant problems (prioritised by importance) into the council meeting agenda.</li> <li>• Make decision, approve budget and follow up on progress of implementation during the monthly council meeting.</li> </ul>
Involvement of board of governors	<ul style="list-style-type: none"> <li>• The Governor plays a key role to facilitate with relevant parties including the office of education, school leadership and commune health centre.</li> <li>• The Governor proposed solutions, established the working group and prepared reports for the council.</li> </ul>

	<ul style="list-style-type: none"> <li>Instructed the Office of Education to select target schools, gather information about number of students and availability of water resources.</li> </ul>
Involvement of the administrative director (AD) and units of district administration	Supported DC and the Governor to organise meetings and facilitate between line offices and health centres. A district AD was appointed to approach all relevant units.
Involvement of Line Units	Line offices supported the Council and district administration to provide technical support in the construction of the water system and facilities in schools; and the commune health centre provided education on how to properly clean hands and maintain hygiene to avoid contamination.
Cooperation with citizens, civil society during activity	<ul style="list-style-type: none"> <li>The community contributed labour to construct the water facilities and system and also committed to contribute materials such as soap and towels.</li> <li>NGO World Vision supported the provision of some materials and facilities for students.</li> </ul>
Following of standards as mandated by line ministries	With support from the office of education and health centres, the standard of facilities, technical guidelines and key principles have been followed as mandated by line ministries.
Amount of budget needed	Budget required of approximately \$5,600
Source(s) of budget	a) Regular district budget – N/A
	b) District/Municipality (DM) investment fund – N/A
	c) Others <i>The project for washing hands in schools cost approximately US\$5,600, of which roughly US\$5,000 was funded by EU DAR and US\$600 from district contributions (10%). The community contributed labour, facilities and some materials, such as soap and towels.</i>
Decision on the provision of the budget by whom	The budgeted amount was approved by the DC prior to proposal submission to EU DAR.
Coordination/steering of the activity by whom	AD or unit/staff of District Administration - <i>District office of inter-sectoral affairs</i>
Monitoring of implementation by whom and how	Governor established a working group and appointed the office of inter-sectoral affairs, office of education and the women and children consultative committee (WCCC) to monitor the progress of the activities.

Number and type of beneficiaries	The project included two primary schools with approximately 400 students.
Satisfactory solution of needs/problems	Even though the project has not yet been implemented, the parents of students, teachers and students are happy that the district will provide handwashing facilities in schools.
Lessons learnt (council)	<ul style="list-style-type: none"> <li>• To overcome difficulties, the District established a working group to identify a solution as a first step to successfully dealing with the problem and requested funds from EU DAR to support learning from the experience of another province.</li> <li>• With coordination and support from EU DAR, the district administration contacted two districts from the Kampot province where they are installing facilities for washing hands in schools. EU DAR facilitated and funded a group of councillors, deputy governor, office of inter-sectoral affairs, office of education and some primary school principals to conduct a study visit to the schools in Kampot province.</li> <li>• Currently, the district will pilot the project in two schools and if successful, the district will duplicate the positive experience to other schools in the district by using the district's regular budget.</li> <li>• Both the Council and the Governor are strongly committed to continuing this project after EU DAR funding phases out by including costs in the district annual budget and mobilising resources from NGOs and the community.</li> </ul>

### 2.1.2 Rotanak Mondol District priority project

<b>Name of the Activity and short description</b>	<b>Sanitation and food safety at schools</b> Many children have become sick due to food poisoning and lack of sanitation at schools. The project is in the stage of analysing collected data and information from schools and other stakeholders.
Location and date of project implementation	Rotanak Mondol District, since April 2018
Type of activity	One-time Investment for addressing a problem/citizen's need
Description of the process (identification, preparation, decision and implementation of the permissive function activity)	<ol style="list-style-type: none"> <li>1. Brainstormed problems from all stakeholders at council meeting.</li> <li>2. Identified the priority problem by scoring and assessing the impact of each problem.</li> <li>3. Submitted to council for review and approval.</li> <li>4. Conducted study visits to other districts that have addressed similar problems successfully.</li> <li>5. Set up working group to study the problem in detail with involvement from all stakeholders.</li> <li>6. Developed the action plan.</li> <li>7. Developed the questionnaires and study conducted by working group to interview different interviewees and schools.</li> <li>8. Select the school most challenged by the problem to begin project implementation there.</li> <li>9. Set up working groups (managing and coordination group, implementing group and monitoring group).</li> <li>10. Will develop the budget and technical proposal to submit to EU DAR for funding support.</li> <li>11. Will issue a deika to work on the project.</li> <li>12. This project will be integrated in DIP for next year to replicate this project to other schools. The projects conducted in 2 schools this year will continue to be monitored.</li> </ol>
Main challenges/obstacles during implementation	As the project has only recently started, no problems have arisen yet.
Initiator/requested by	<ul style="list-style-type: none"> <li>• Parents complained/ raised this problem to the Commune's Committee for Women and Children (CCWC)</li> <li>• Teachers at school</li> <li>• Public forum</li> </ul>



	<ul style="list-style-type: none"> <li>School management team reported this at a CCWC meeting, who then raised this at a WCCC meeting. The WCCC then raised the problem at a council meeting</li> </ul>
Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>Council meeting to discuss and give priority to the problem.</li> <li>Issued the decision to set up a working group which consisted of councillors, BG, education office, health centre and district administrator to develop questionnaires to further study the problem identified. There were different types of key participants interviewed including vendors at the school, the School Director, CCWC, teachers, students and parents of students.</li> <li>Approval of the project proposal on sanitation and food safety at schools in an informal meeting of the council in April 2018.</li> <li>Understand similar experiences on food safety at schools by visiting 2 schools in the Siem Reap Province. The study visit was supported by EU DAR.</li> <li>Council has cooperated with district administration and relevant line offices to be involved in the project.</li> <li>Council has asked the education office to identify any legal documents issued by Ministry of Education, Youth and Sport (MoEYS) related to the ban of food being sold at schools.</li> </ul>
Involvement of board of governors	One deputy governor is responsible for the project by liaising and coordinating between the council, line offices and district offices to work in the project. She has been involved since the beginning of project.
Involvement of AD and units of district administration	<ul style="list-style-type: none"> <li>AD</li> <li>supporting the commune/sangkat office</li> <li>inter-sectoral office</li> <li>administrative and finance office.</li> </ul>
Involvement of Line Units	Environment, Education and Women's affairs office
Cooperation with citizens, civil society during activity	Involvement through the provision of information during problem assessment
Following of standards as mandated by line ministries	Nonresponse
Amount of budget needed	Nonresponse
Source(s) of budget	a) Regular district budget – N/A
	b) DM investment fund – N/A

	c) Others <i>Funding support from EU DAR</i>
Decision on the provision of the budget by whom	Not applicable
Coordination/steering of the activity by whom	AD or unit/staff of District Administration
Monitoring of implementation by whom and how	Monitoring team is comprised of: council members, BG, vice office chief of administration, education office, school director and officers.
Number and type of beneficiaries	Nonresponse
Satisfactory solution of needs/problems	According to the interviews with all key parties, especially parents of students, they are satisfied with the project even though the project has not commenced implementation yet.
Lessons learnt (council)	Engaging all stakeholders to address the problem is very important and a key reason for its success is because it responds to the real needs of citizens. If we can replicate the process of managing the project, as EU DAR has done with us, it is very beneficial as it included specifying technical details and the participatory process.

### 2.1.3 Samlout District priority project 1

<b>Name of the Activity and short description</b>	<b>Sanitation and food safety at school</b>
Location and date of project implementation	Samlout District, late 2017 – 2018
Type of activity	One-Time Investment for addressing a problem/citizen's need
Description of the process (identification, preparation, decision and implementation of the permissive function activity)	<ol style="list-style-type: none"> <li>1. Brainstorming by Councillors, WCCC, governors and line offices to identify all the problems. 18 problems were identified in the district.</li> <li>2. Selected top 5 priority problems by scoring problems based on impact and analysis through a problem tree.</li> <li>3. Submitted these 5 top priority problems for review and approval. Sanitation and food safety at schools was selected as the top priority for the preparation of a proposal to the EU DAR.</li> </ol>

	<ol style="list-style-type: none"> <li>4. Approved establishment of a working group to collect more information on the problem.</li> <li>5. Developed individual questionnaires for different key parties such as the school director, chief of health centre, supporting school committee, CCWC, teachers, parents and students.</li> <li>6. Conducted interviews in 4 schools.</li> <li>7. Reported on results from the data collected from 4 schools to councillors in a council meeting for review and selection of the most challenged schools according to the criteria set. (i.e. presence of flies on the food, no covers for the food, unhealthy soft drinks, lack of sanitation and other criteria).</li> <li>8. Selected schools for project implementation.</li> <li>9. Conducted study visit to 2 schools in the Siem Reap province where similar projects have been conducted.</li> <li>10. Established 3 working groups for preparing and implementing the project: 1. Lead/management working group; 2. Secretariat working group; and 3. Monitoring and Evaluation working group.</li> <li>11. Roles and responsibilities were defined by each group.</li> <li>12. Plans of each working group to be approved in the next informal council meeting including the budget proposal to EU DAR.</li> </ol> <p>Councillors remember and understand the process well.</p>
Main challenges/obstacles during implementation	Time delay between the decisions of council and action from the BG
Initiator/requested by	<ul style="list-style-type: none"> <li>• Citizens: parents raised in the public forum the problem of their children getting food poisoning at school.</li> <li>• CCWC raise the problem in WCCC meetings and reported it in council meetings as an increasing number of schools faced similar problems.</li> </ul>
Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• Involved since the beginning of the project.</li> <li>• Councils have identified legal documents issued by the Ministries of education and commerce on food safety.</li> <li>• All problems arising within the jurisdiction should be addressed as councils are elected by the citizens and in accordance with the organic law. A DM charter has been developed so the roles and responsibilities of councillors and the BoG are clear.</li> </ul>

Involvement of board of governors	<ul style="list-style-type: none"> <li>• In coordination with other district offices and line district offices.</li> <li>• Involved in the process of project identification, implementation and monitoring.</li> </ul>
Involvement of AD and units of district administration	Inter-sectoral office
Involvement of Line Units	Education
Cooperation with citizens, civil society during activity	Citizens, school director, teachers and students have provided information on the problems.
Following of standards as mandated by line ministries	Education office followed the standards and requirements of the MoEYS.
Amount of budget needed	Nonresponse
Source(s) of budget	a) Regular district budget – <i>N/A</i>
	b) DM investment fund – <i>N/A</i>
	c) Others <i>EU DAR budget support</i>
Decision on the provision of the budget by whom	Council will approve the budget proposal which details the budget allocation for each line.
Coordination/steering of the activity by whom	DC/single councillor, subcommittee of DC
Monitoring of implementation by whom and how	Monitoring group comprised of the BG, district education office and the CCWC.
Number and type of beneficiaries	Students in the two schools selected for project implementation.
Satisfactory solution of needs/problems	The citizens and school director are satisfied.
Lessons learnt (council)	<p>The participation of councillors in the commune council meetings or forums helps to raise awareness of and gather all problems and needs of the citizens. All problems collected have been discussed in meetings to identify the solution and required intervention from the Governor and line offices.</p> <p>Internal solidarity among councillors and the BoG is crucial to achieve success in addressing problems of citizens.</p>

## 2.2 Education

### 2.2.1 Kam Rieng District priority project

<b>Name of the Activity and short description</b>	<p><b>Developing a community preschool</b></p> <p>This project addresses the situation where migrants did not send their small children to preschool and instead brought their children with them to work at the border with Thailand as there was no preschool in their village which was remotely located.</p> <p>This project involved the coordination of stakeholders to mobilise resources to set up a community preschool in the remote village. 5 preschool classes have been set up with assistance from Supporting Cambodia Organisation (SCO) and a Japanese charity. The salary expenses of the preschool teachers are supported by the commune's budget, technical support from education office, and SCO built the classrooms and class facilities.</p>
Location and date of project implementation	Trang Commune, Kam Rieng District, 2015 – 2018
Type of activity	<p>Organisation of a permanent service</p> <p>This will be integrated into the Commune Investment Plan (CIP) and District Investment Plan (DIP)</p>
Description of the process (identification, preparation, decision and implementation of the permissive function activity)	<ol style="list-style-type: none"> <li>1. CCWC raised the problem in the WCCC meeting and WCCC brought the issues to formal and informal council meetings.</li> <li>2. Approved by the Council as it is responding to the needs of the people.</li> <li>3. Chief of WCCC and the (female) Deputy Governor communicated and cooperated with all relevant line offices to further assess the problem and look for partners (to support this project).</li> <li>4. Identified the NGO partner - requested support from Village Support Group (VSG) as they have a similar project in another commune.</li> <li>5. Consulted with people onsite to build preschool.</li> </ol>
Main challenges/obstacles during implementation	<ul style="list-style-type: none"> <li>• Lack of land for construction, so communication and negotiations were needed with people in the community to contribute their land.</li> <li>• Commune and district budgets did not contain funds for building a preschool, the WCCC required support from NGOs.</li> <li>• Teachers receive very low salaries.</li> <li>• District administration does not have resources to support this project.</li> </ul>

Initiator/requested by	CCWC raised the problem in WCCC meeting and WCCC brought the issues to formal and informal council meetings
Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• There were many problems identified by the councillors such as lack of preschools, domestic violence and overuse of chemicals in agricultural production. The meeting of the Council identified the lack of preschools in very remote areas as the top priority that needed to be addressed.</li> <li>• Consulted with parents and other people in the community on the location for the construction of preschool classrooms in the village.</li> <li>• Chief of WCCC is very competent and has studied/consulted further with other districts to gain experience or ideas to address this issue.</li> <li>• Council has held discussions with the education office on legal documents for supporting the project and finding a location to build the preschool without overlapping with other projects.</li> <li>• BG submits the proposal to council for approval.</li> <li>• Council does not have authority to instruct the Governor, but they have the right to make decisions in council meetings for the Governor to execute or act on.</li> <li>• Chief of WCCC and the female Deputy Governor communicates and cooperates with all relevant line offices to assess the problem further and seek partnerships to this project.</li> </ul>
Involvement of board of governors	<ul style="list-style-type: none"> <li>• The female Deputy Governor communicates and cooperates with all relevant line offices.</li> <li>• Coordinates all district and line offices to be involved in studying more on the problem and identify the solution. One of the deputy governors responsible for education is the leader of the team.</li> </ul>
Involvement of AD and units of district administration	Commune/Sangkat Planning office and CCWC at the commune level also participated in assessing the problem further to identify a solution.
Involvement of Line Units	<ul style="list-style-type: none"> <li>• The education, women's affairs and social affairs office have participated in the project.</li> <li>• Education office works with CCWC in monthly monitoring of the preschool.</li> <li>• Education office identifies relevant legal documents for DC.</li> </ul>
Cooperation with citizens, civil society during activity	<ul style="list-style-type: none"> <li>• People in the community are involved in information gathering</li> </ul>

	<ul style="list-style-type: none"> <li>People in the community contributed some materials for the preschool and contributed land on which the preschool was constructed.</li> </ul>
Following of standards as mandated by line ministries	Nonresponse
Amount of budget needed	Nonresponse
Source(s) of budget	<p>a) Regular district budget  <i>Commune budget funded teacher salaries</i>  <i>Budget support was received from NGOs for building and other materials</i></p>
	<p>b) DM investment fund  <i>DM fund is used only for infrastructure development and it provides the benefit to most citizens.</i></p>
Decision on the provision of the budget by whom	Commune council reviews and approves the budget.
Coordination/steering of the activity by whom	District Council/single councillor, subcommittee of DC <i>WCCC coordinates the activity and requests funding from NGOs.</i>
Number and type of beneficiaries	201 students (including 110 girls)
Satisfactory solution of needs/problems	Citizens are satisfied with the preschool as it reduces the burden of bringing their children with them to work. They have more time to generate income and feel happier knowing their children are safe at school. They are not required to spend any money for school fees.
Lessons learnt (council)	<ul style="list-style-type: none"> <li>This project responded to a real need of citizens, especially the poor people. Hence, they are happy to contribute.</li> <li>Should engage more participation from CSOs which have resources to contribute to the development process. Should engage CSOs to participate more in WCCC meetings as they are aware of many projects responding to social needs.</li> <li>A participatory approach is needed to involve all relevant stakeholders.</li> </ul>

### 2.2.2 Phnum Proek District priority project 2

<b>Name of the Activity and short description</b>	<p><b>Increase the quality and number of community preschools</b> (33 community preschools in the 5 communes of Phnom Proek)</p> <p>This project will address the problem of children who are not attending community preschools due to movement of their parents, and the high turnover of teachers due to low salaries.</p>
Location and date of project implementation	Phnum Proek District, July-September 2017
Type of activity	Organisation of a permanent service
Description of the process (identification, preparation, decision and implementation of the permissive function activity)	<ol style="list-style-type: none"> <li>1. CCWC raised the problem in a WCCC meeting and the WCCC brought the issue to formal and informal council meetings.</li> <li>2. Approved by the Council as it is responding to the needs of the people.</li> <li>3. Took the decision to approve an increase to the minimum monthly salary of preschool teachers to 300,000 riels.</li> <li>4. Mobilised resources to buy equipment and materials for preschools.</li> <li>5. Council issued an announcement to all communes to appropriately select local preschool teachers to reduce the high teacher turnover.</li> </ol>
Main challenges/obstacles during implementation	To appropriately select local preschool teachers to reduce their frequent turnover.
Initiator/requested by	Raised in WCCC meeting
Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• Took the decision to approve an increase to the minimum monthly salary of preschool teachers to 300,000 riels.</li> <li>• Mobilised resources to purchase equipment and materials for preschools.</li> <li>• Council issued an announcement to all communes to appropriately select local preschool teachers to reduce the frequent teacher turnover.</li> </ul>
Involvement of board of governors	Nonresponse
Involvement of AD and units of district administration	Nonresponse



Involvement of Line Units	Nonresponse
Cooperation with citizens, civil society during activity	Nonresponse
Amount of budget needed	Nonresponse
Source(s) of budget	a) Regular district budget <i>Commune budgets and district budget</i>
	b) DM investment fund – N/A
	c) Others <i>Councillors may mobilise resources if it is not a large amount. For large amounts they need to submit a budget request to the province administration.</i>
Decision on the provision of the budget by whom	N/A
Coordination/steering of the activity by whom	District Council/single councillor, subcommittee of DC
Number and type of beneficiaries	Nonresponse
Satisfactory solution of needs/problems	Nonresponse
Lessons learnt (council)	Nonresponse

### 2.2.3 Samlout District priority project 3

<b>Name of the Activity and short description</b>	<b>Building a community preschool in an Indigenous village</b> There are approximately 200 families of Phunong and Koy indigenous people in the Phum Rey village. The project was to coordinate with the Khem Organisation to build a new community preschool for indigenous children.
Location and date of project implementation	Phum Rey Village, Samlout District, May 2017- January 2018
Type of activity	Organisation of a permanent service
Description of the process (identification, preparation, decision and implementation of the permissive function activity)	<ol style="list-style-type: none"> <li>1. Citizens raised issue in public forum.</li> <li>2. CCWC reported the problem to the WCCC.</li> <li>3. WCCC reported the problem at a Council meeting.</li> <li>4. The council approved the proposal to set up a new preschool.</li> <li>5. Coordinated support with the Khem organisation.</li> <li>6. Consulted with people in the community on the location and contribution of land for construction of the school.</li> <li>7. Coordinated with education office for provision of preschool teachers and technical support.</li> </ol>
Main challenges/obstacles during implementation	Implementing the decision to set up the preschool was time consuming, due to the time taken for the Deputy Governor to mobilise funds from NGOs and charities.
Initiator/requested by	<ul style="list-style-type: none"> <li>• citizens raised issue in public forum</li> <li>• CCWC reported the problem to the WCCC</li> <li>• WCCC reported the problem at the council meeting</li> </ul>
Role of single councillors and/or the whole council	Together with the WCCC, the Deputy Governor mobilised the funds and resources from NGOs and charities. The Council approved the setup of another preschool in Phum Rey village.
Involvement of board of governors	Nonresponse
Involvement of AD and units of district administration	Nonresponse
Involvement of Line Units	Education office

Cooperation with citizens, civil society during activity	Khem organisation supported the construction, citizens contributed land for construction.
Following of standards as mandated by line ministries	Nonresponse
Amount of budget needed	Nonresponse
Source(s) of budget	a) Regular district budget – N/A
	b) DM investment fund – N/A
	c) Others <i>Commune budget, support from the Khem organisation and citizens</i>
Decision on the provision of the budget by whom	Nonresponse
Coordination/steering of the activity by whom	AD or unit/staff of District Administration
Monitoring of implementation by whom and how	CCWC and education line office
Number and type of beneficiaries	Nonresponse
Satisfactory solution of needs/problems	Nonresponse
Lessons learnt (council)	Nonresponse

#### 2.2.4 Sampouv Loun District priority project

<b>Name of the Activity and short description</b>	<b>Support for a community preschool</b> This area was former war-conflict area that basically had no schools. In particular, there were no formal kindergartens
Location and date of project implementation	Sampouv Loun, since 2016
Type of activity	One-Time Investment for addressing a problem/citizen's need
	Organisation of a permanent service
Description of the process (identification,	1. The problems raised in the forum were discussed in the council meetings for prioritisation. Priority was given

preparation, decision and implementation of the permissive function activity)	<p>based on support from the majority of council members and availability of budget support from UNICEF (United Nations Children's Fund).</p> <ol style="list-style-type: none"> <li>2. Collect detailed information such as the number of villages, communes, status and number of involved households, number of children and their contribution.</li> <li>3. The DC and BoG assigned the district committee for women and children to play the coordinating role between the district office of education, civil society and commune administrations to select locations and quantify the number of children.</li> <li>4. The committee reports to the Council and BoG in council meetings for further support, if necessary.</li> <li>5. The committee coordinates with target communes, civil society and UNICEF to set up classes, and to select and contract with volunteer teachers. (Contract is between commune administration and teachers).</li> <li>6. Training is conducted for the teachers and materials provided by district office of education, civil society and UNICEF.</li> <li>7. The committee and office of education monitor the operation of the schools and report monthly to the Council and BG.</li> </ol>
Main challenges/obstacles during implementation	<ul style="list-style-type: none"> <li>• lack of budget</li> <li>• lack of volunteer teachers</li> <li>• lack of district staff to implement activities</li> <li>• residences of children are located far from each other so that it is difficult to assemble them</li> </ul>
Initiator/requested by	Citizens and Councillors through public forum and councillors who attend commune meetings
Role of single councillors and/or the whole council	The Council discussed the issues to be prioritised in the council meetings and instructed the district committee for women and children to take responsibility in the coordination of the district office of education, civil society and commune administrations.
Involvement of board of governors	<ul style="list-style-type: none"> <li>• coordination with education office,</li> <li>• communication with UNICEF</li> <li>• monitoring progress</li> <li>• reporting at council meetings.</li> </ul>

Involvement of AD and units of district administration	Make contact with education office and support the district committee for women and children.
Involvement of Line Units	District office of education collected information from communes and villages related to the number of children, conducted consultations regarding the location to organise community preschool classes and provided technical support to volunteer teachers of preschool classes.
Cooperation with citizens, civil society during activity	<ul style="list-style-type: none"> <li>• There was full cooperation with citizens who have children, through providing information and contributing materials for teachers and classes.</li> <li>• Civil society and UNICEF provided some incentives for the district committee for women and children.</li> </ul>
Following of standards as mandated by line ministries	All technical aspects followed the standards required by the PDoEYS such as the qualification of volunteer teachers, teaching materials and number of teaching hours.
Amount of budget needed	Nonresponse
Source(s) of budget	a) Regular district budget <i>District administration contributes only water and snacks for meetings of the women and children committee</i>
	b) DM investment fund – N/A
	c) Others <i>The funds to operate the community preschools comes from the commune budget which is decided by commune councils, and from UNICEF</i>
Decision on the provision of the budget by whom	Main budget is funded by communes and UNICEF but for some minor meeting and fuel expenses, the district administration budget was used, on which decisions are made by district governors.
Coordination/steering of the activity by whom	a) District Council/single councillor, subcommittee of DC <i>The district committee for women and children</i>
	b) AD or unit/staff of District Administration: <i>District administration, Office of commune planning and supports, inter-sectoral affairs</i>
	c) Line unit at District <i>District office of Education</i>

Monitoring of implementation by whom and how	The Governor appointed a female deputy governor to work with the chair of the women and children committee to monitor activities. They visited functioning classes of the preschools, coordinate with other relevant offices to address the issues where requested and they reported back to the Council and BG.
Number and type of beneficiaries	20 schools with approximately 180 students.
Satisfactory solution of needs/problems	The district mentioned that the coordination of support for community preschools has been successful. Parents are satisfied, and continually asks communes and district administrations to open more classes.
Lessons learnt (council)	<ul style="list-style-type: none"> <li>• Lack of volunteer teachers due to low incentives. The district had no funds to support or monitor the activities, so the district was required to mobilise resources from UNICEF and NGOs.</li> <li>• Establishing community preschools has been included in the DIP every year, but there was a lack of funding from the district administration because the Provincial Department of Economy and Finance (PDEF) always cuts this out. However, when UNICEF funding stops, the Council and women and children committee will discuss with the Governor to include in the 2019 district annual budget plan.</li> <li>• Support is needed from the provincial administration to instruct the Department of Finance to allow the use of the district annual budget for funding or addressing citizen needs such as community preschools.</li> </ul>

## 2.3 Social Security and Assistance

### 2.3.1 Rukhakkiri District priority project

<b>Name of the Activity and short description</b>	<p><b>Supporting elderly people in communities</b></p> <p>With many elderly people lacking living support from families, the DC instructed the BoG and line offices to communicate with national working groups (CPP organisation), line offices/units, private charities and NGOs to advise on the help needed (such as food, shelter, clothing) by elderly people.</p> <p>Those willing to provide something to the elderly can provide directly or through the district administration. The district committee for women and children, with support from the office of social affairs, collected and sent reports to the BoG and reported at the council monthly meetings</p>
Location and date of project implementation	Rukhakkiri District, since 2016
Type of activity	Activities implemented through mediation or community action
Description of the process (identification, preparation, decision and implementation of the permissive function activity)	<ol style="list-style-type: none"> <li>1. After receiving increasing requests to help poor and elderly people, the Council tried to access more information through the Governor.</li> <li>2. The Governor instructed relevant offices to involve citizens in collecting the number of elderly people, number of villages or communes and identifying the most essential needs such as food, shelter, clothing and support for health issues.</li> <li>3. The Council decided and instructed the BoG and district administration to coordinate with the office of social affairs, the office of women and the district committee of women and children to collect data/information, locate where the elderly live, and to mobilise resources (food and clothing).</li> <li>4. The District committee of women and children, office of social affairs, office of women communicated with CSOs, charities, provincial administration and the Provincial Department of Social Affairs, Veterans and Youth Rehabilitation (PDoSVY) to inform them about the need for helping elderly people.</li> <li>5. Those willing to contribute to the elderly can provide directly or provide through the district administration.</li> </ol>

	6. District committee for women and children with the support of the office of social affairs collected and sent reports to the BoG and reported at the council monthly meetings
Main challenges/obstacles during implementation	<ul style="list-style-type: none"> <li>• lack of district budget</li> <li>• insufficient staff</li> <li>• lack of incentives</li> <li>• demand for supporting elderly people is large in scale and exists in many communes</li> </ul>
Initiator/requested by	Citizens, commune administrations and DC
Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• The Council discussed and agreed in its meetings amongst councillors that the matter should be addressed as a matter of priority compared to other issues.</li> <li>• They discussed the problem with the Governor and instructed him to facilitate with other line offices and the national working group of the CPP.</li> <li>• Followed up on the activities through monthly council meetings.</li> </ul>
Involvement of board of governors	<ul style="list-style-type: none"> <li>• The BoG contacted and provided facilitation between provincial administration, provincial departments of social affairs and women affairs.</li> <li>• The Governor always facilitated overall project including: communicating with national working group, line offices/units, private charities and NGOs; facilitating meetings and reporting to the council.</li> </ul>
Involvement of AD and units of district administration	AD supports the BoG for overall facilitation with national working group, line offices/units, private charities and NGOs - including facilitation of meetings and reporting to the council
Involvement of Line Units	<ul style="list-style-type: none"> <li>• Assists district administration to collect data/information from communes.</li> <li>• Communicates with their LD at provincial level.</li> </ul>
Cooperation with citizens, civil society during activity	Citizens only participated in the collection of data/information and in identifying elderly households.
Following of standards as mandated by line ministries	No standards
Amount of budget needed	20 million Riel for the following years.



Source(s) of budget	a) Regular district budget <i>The Governor provided water and snacks at coordination meetings with relevant line offices.</i>
	b) DM investment fund – N/A
	c) Others <i>Supporting elderly people requires funding, but the funds are received from charities, national working groups, NGOs and only sometimes are funds received from the PDoSVY.</i> <i>The amount of funds is dependent on those agencies, and district administration is not involved in determining the provision of funds.</i>
Decision on the provision of the budget by whom	Discussions to solve this problem are always held in the council meetings - thereby involving the BG, relevant line offices, commune administration and sometimes commune chiefs. But there are no decisions made related to budget because all kinds of support come from external agencies, private charities or NGOs.
Coordination/steering of the activity by whom	a) District Council/single councillor, subcommittee of DC <i>District committee for women and children</i>
	b) AD or unit/staff of District Administration: <i>District office of inter-sectoral affairs</i>
	c) Line unit at District <i>District offices of social works and women affairs</i>
Monitoring of implementation by whom and how	The Governor appoints the district office of inter-sectoral affairs, office of social affairs and district committee for women and children to facilitate this. (Not official monitoring).
Number and type of beneficiaries	Hundreds of elderly people in district
Satisfactory solution of needs/problems	The community and councillors are very satisfied to have such services and they will gain political influence if they can do more.
Lessons learnt (council)	<ul style="list-style-type: none"> <li>• Because the PDEF rejected the proposed annual budget of the district administration to implement such services, the district had to find financial and other support from different agencies including political party working groups.</li> <li>• The Council and Governor strongly supports the inclusion of funding into future annual district budgets.</li> </ul>

	<p>However, even though they planned to include this in the 2018 budget, it was ultimately rejected by the PDEF.</p> <ul style="list-style-type: none"> <li>• The Council and Governor strongly support the continuation of such services for many years in the future.</li> <li>• There is a need for the provincial administration or NCDD-S to clarify with the PDEF about the mandate/autonomy of elected councils to decide how to use their funds.</li> <li>• The Council considers supporting elderly people a vital service because many people have requested a solution, and the Council believes supporting elderly people will provide them with political support in future.</li> </ul>
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## 2.4 Environment

### 2.4.1 Battambang Municipality priority project

<b>Name of the Activity and short description</b>	<b>Raising awareness on waste management and sanitation</b> Developing a deika on waste management and sanitation, with dissemination and implementation of the new regulation.
Location and date of project implementation	Battambang Municipality, 2018
Type of activity	Organisation of a permanent service
Description of the process (identification, preparation, decision and implementation of the permissive function activity)	<ol style="list-style-type: none"> <li>1. Identify the priority problems.</li> <li>2. Obtain approval from council.</li> <li>3. Develop action plan to deal with waste management.</li> <li>4. Draft deika and submit to council meeting for review and approval.</li> <li>5. Disseminate deika to the public but do not commence enforcement of fines and penalties yet because of the need to first raise awareness.</li> </ol> <p>Almost 3 months was spent on development of the deika</p>
Main challenges/obstacles during implementation	<ul style="list-style-type: none"> <li>• Lack of participation from citizens to manage their waste properly and to use the dustbins.</li> <li>• Lack of budget to disseminate deika in a broad range of media to the citizens.</li> <li>• Reluctance to issuing the deika with fines for non-compliance. This was the first district that had undertaken to issue this kind of deika. Even after the deika was issued, it was unclear where the money earned from fines should go, and who has the authority and responsibility to issue fines or penalties.</li> </ul>
Initiator/requested by	<p>Waste problem in the municipality is raised by citizens who blame the authorities for not properly intervening on the issue in the first instance.</p> <p>Waste problem in the municipality is the main problem and identified as the top priority of the council.</p>

Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• Council and BoG have worked together to find a solution.</li> <li>• Studied similar experiences from Kep, Kampot and Phnom Penh through study visit.</li> <li>• Council reviewed the draft deika, giving input and approval</li> <li>• Implemented through legal document/activities which were approved by council.</li> <li>• Communication and coordination with related offices and line offices.</li> </ul>
Involvement of board of governors	
Involvement of AD and units of district administration	Office of Public Order
Involvement of Line Units	Provincial Department of Environment (PDoE)
Cooperation with citizens, civil society during activity	The NGO COMPED was involved, working on environment and waste management.
Following of standards as mandated by line ministries	The PDoE participated to ensure the issued deika complies with sub-degree 113. National guidelines on how to issue a deika was followed.
Amount of budget needed	Budget support on waste management from the Ministry of Environment (MoE) exists but is insufficient. Lack of budget for raising awareness and disseminating the deika to the public.
Source(s) of budget	a) Regular district budget - <i>N/A</i>
	b) DM investment fund – <i>N/A</i>
	c) Others <i>From MoEn</i>
Decision on the provision of the budget by whom	Budget transfer from the MoEn
Coordination/steering of the activity by whom	Nonresponse
Monitoring of implementation by whom and how	BG and Office for public order regularly performs monitoring of waste management.
Number and type of beneficiaries	Nonresponse
Satisfactory solution of needs/problems	Most of the citizen are satisfied with the waste management project as it makes the city more beautiful and orderly. However, some people are still unsatisfied -

	especially waste pickers as they usually need to open tied plastic bags.
Lessons learnt (council)	This district was able to develop a deika and dared to issue the deika

#### 2.4.2 Kien Svay District priority project

<b>Name of the Activity and short description</b>	<b>Facilitation to stop discharge of sewage from pig farms into rice fields and rivers</b> After receiving complaints from a group of citizens whose rice fields were affected badly by discharge from pig farms, the DC and administration have instructed those farms to immediately stop discharging waste into the irrigation canal. The irrigation canals have been rehabilitated and cleaned after removal of the waste.
Location and date of project implementation	Kien Svay District, since April 2017 – February 2018
Type of activity	Conflict solution through mediation or community action
Description of the process (identification, preparation, decision and implementation of the permissive function activity)	<ol style="list-style-type: none"> <li>1. Citizens and commune councillors raised the problem to the DC.</li> <li>2. The DC brought the problem to its meeting and discussed with BoG to collect more information from stakeholders and established a district working group to be in charge of dealing with the problem.</li> <li>3. The working group assessed the extent of impacts/risks and proposed actions/measures and an activity plan with time frames to carry out the activities.</li> <li>4. The working group monitored implementation of the activities, engaging with villagers, and reporting to the Governor and at the DC meetings.</li> </ol>
Main challenges/obstacles during implementation	<ul style="list-style-type: none"> <li>• Lack of budget support for activities, with no additional incentives for staff who monitor the activities.</li> <li>• The pig farm did not fully cooperate because they have a licence from the provincial authority, so felt the district had no authority to regulate any measures.</li> </ul>
Initiator/requested by	<ul style="list-style-type: none"> <li>• citizens</li> <li>• district WCCC</li> <li>• district councillors who attended commune meetings</li> </ul>
Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• During meetings, the Council discussed the issue with the BG; district offices of environment, agriculture,</li> </ul>

	<p>water resources, women affairs, education and social affairs; and the police.</p> <ul style="list-style-type: none"> <li>• The Council instructed the BoG to establish a working group to oversee the matter, appointing councillors as members of the group.</li> <li>• Followed up the results of implementation at every monthly meeting of the council.</li> </ul>
Involvement of board of governors	<ul style="list-style-type: none"> <li>• Communication with provincial administration and relevant institutions to identify national or provincial regulations.</li> <li>• All decisions always involved the District Governor.</li> <li>• Established working group to implement the activities.</li> <li>• Coordinated with pig farms to stop sewage discharge and organised cleaning of the irrigation canal.</li> <li>• Reported to the Council during monthly meetings.</li> </ul>
Involvement of AD and units of district administration	Supporting the Council and BoG to organise meetings.
Involvement of Line Units	All decisions always involved line offices which are in charge of the fields (including district offices of environment, agriculture, water resources, women affairs, education and social affairs) and the police.
Cooperation with citizens, civil society during activity	Citizens provided information on the problem, attended meetings to discuss possible solutions.
Following of standards as mandated by line ministries	There is no standard for such service because this type of intervention is made on an individual case basis.
Amount of budget needed	Nonresponse
Source(s) of budget	a) Regular district budget – <i>Some costs were met from the district operational budget but only small amounts such as fuel and snacks for meetings with relevant stakeholders</i>
	b) DM investment fund - N/A
	c) Others <i>For dealing with the sewage discharge, the district administration mobilised funds from the pig farms to rehabilitate and clean up the waste from the canals connected to rice fields.</i>

Decision on the provision of the budget by whom	Decision on district operational budget is made by the District Governor without approval from the council.
Coordination/steering of the activity by whom	Line unit at district level <i>District offices of environment, agriculture and water resources; and the police</i>
Monitoring of implementation by whom and how	<ul style="list-style-type: none"> <li>• A deputy governor is appointed by the Governor to cooperate with the offices of environment, agriculture and water resources, the police, the commune chief and villagers.</li> <li>• The working group set a schedule for implementation of activities such as rehabilitating the affected irrigation canals by removing the waste; and meeting with pig farmers and villagers to discuss and agree on what has been done.</li> </ul>
Number and type of beneficiaries	5 Villages in one commune
Satisfactory solution of needs/problems	Citizens were completely satisfied by actions taken by the district administration, because they saved and protected their rice farm from further damage because of sewage discharge from pig farms.
Lessons learnt (council)	<ul style="list-style-type: none"> <li>• Dealing with the private sector is always difficult because they are issued business permits from provincial LDs, so authority for activities required an intervention from provincial administration and provincial line departments.</li> <li>• District administration has no authority to prevent such problems from happening in the future.</li> <li>• Establishing a working group is always beneficial when the district administration has a shortage of staff and is lacking in budget.</li> </ul>

### 2.4.3 Leuk Daek District priority project

<b>Name of the Activity and short description</b>	<b>Dissemination of information on potential risks of waste without proper management.</b> To raise awareness and provide information on the importance of waste management. An awareness campaign for households, market vendors, and students in schools was organised.
Location and date of project implementation	Leuk Daek District, since August 2017
Type of activity	One-time Investment for addressing a problem/citizen's need
Description of the process (identification, preparation, decision and implementation of the permissive function activity)	<ol style="list-style-type: none"> <li>1. Citizens raised the problem through the district forum or councillors who attended commune council meetings.</li> <li>2. The Council has included the problem in its meetings and discussed with BoG and other line offices.</li> <li>3. The Council gave this problem high priority because solid waste from households is thrown alongside the national road which is used by many international tourists as it is the main road which connects to Vietnam.</li> <li>4. The Council discussed various possible solutions with its BG, Office of Environment and commune chiefs.</li> <li>5. District administration contacted District Office of Environments (DoE), provincial administration and PDoE.</li> <li>6. To implement this waste management service, the district established a committee to monitor service delivery.</li> <li>7. After the Council received all relevant information (e.g. number of households and their willingness to pay waste collection fees) the decision was made during a formal meeting which was attended by the BG, all line offices, the police, military police and commune chiefs.</li> <li>8. The Council approved the proposal which included an activity plan, budget and time frame, locations and amount of the funding required.</li> <li>9. The committee reports on the progress and challenges of implementation at the monthly council meetings.</li> </ol>



Main challenges/obstacles during implementation	<ul style="list-style-type: none"> <li>• Lack of staff with expertise in the environmental field. The DoE has only one single staff member.</li> <li>• Lack of incentives for staff who carry out duties.</li> <li>• The process of approving decisions at every step to finalise the project was time consuming.</li> <li>• Knowledge of waste management by citizens is limited.</li> <li>• It is difficult to have private contractors collect the waste.</li> </ul>
Initiator/requested by	Citizens, district councillors and commune councillors
Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• Brought the problem to the administration.</li> <li>• Discussed various possible solutions with its BG, DoE and commune chiefs.</li> <li>• Instructed the administration to coordinate with all relevant line offices, communes and the police to implement the activities.</li> <li>• Approved budget and work plan for implementing activities.</li> <li>• Followed up the results through monthly council meetings.</li> </ul>
Involvement of board of governors	The district governors played a facilitating role by proposing members for the working group; communicating with commune chiefs and line offices; and presenting draft possible solutions in the council meetings.
Involvement of AD and units of district administration	The AD will usually make contact with the district offices of environment, provincial administration and the PDoE.
Involvement of Line Units	Identifying relevant existing regulations, communicating with provincial LD, acting as technical support to the district.
Cooperation with citizens, civil society during activity	Citizens have cooperated closely since the beginning, through meetings during the awareness campaign, paying waste collection fees and following instructions.
Following of standards as mandated by line ministries	The service follows the guidelines and instructions set by the MoE with support from PDoE and provincial administration.
Amount of budget needed	Nonresponse
Source(s) of budget	a) Regular district budget <i>District administration makes in kind contributions such as water and snacks.</i>

	b) DM investment fund – N/A
	c) Others <i>Budget support from EU DAR Project. The Kandal provincial administration has offered US\$10,000 but the funds have not yet been released.</i>
Decision on the provision of the budget by whom	Budgeted amounts allocated was decided by the council.
Coordination/steering of the activity by whom	DC played an oversight role
	Coordinated by AD and staff of district administration
	DoE
Monitoring of implementation by whom and how	<ul style="list-style-type: none"> <li>To implement this waste management service, the district established a committee to monitor the delivery of service.</li> <li>The district committee for waste management appointed the chief of inter-sectoral office and DoE to monitor the quality of services.</li> </ul>
Number and type of beneficiaries	Households in three communes along National road 1
Satisfactory solution of needs/problems	Citizens are happy because they see the DC and administration taking their problems into consideration, however they are not sure what will happen after the EU DAR project ends because the district has no budget to continue.
Lessons learnt (council)	<ul style="list-style-type: none"> <li>There is a need to closely engage with citizens, commune administration and police to enforce the implementation of council decisions.</li> <li>The process takes a long time because it is a participatory approach and involves multi-sectoral units.</li> <li>The process of providing such services required participation from the private sector for waste collection.</li> <li>As the district administration as well as line offices lack staff, the establishment of a working group or committees is required to mobilise staff to support such services.</li> <li>District administration should be able to assign budget support for the implementation of this service.</li> </ul>

#### 2.4.4 S'ang District priority project

<b>Name of the Activity and short description</b>	<p><b>Stopping discharge of sewage from a factory into the river which has caused the death of many fish and prevented human use of water in the affected area.</b></p> <p>After receiving complaints from citizens, district administration immediately collected further information then issued an urgent order to the factory to stop discharge. The district consulted with the offices of environment, agriculture and water resources and the police to work with the factory and citizens who live in the affected area to assess the impacts, find solutions and ensure that there will be no more accidents in the future.</p>
Location and date of project implementation	S'ang District, since April 2018
Type of activity	Conflict solution through mediation or community action
Description of the process (identification, preparation, decision and implementation of the permissive function activity)	<ol style="list-style-type: none"> <li>1. When the Council and district administration received complaints, the Council Chair discussed the problems directly with the Governor and DoE.</li> <li>2. The Council instructed the Governor, administration and line offices to check relevant existing regulations issued by both the MoE and PDoE.</li> <li>3. Governor organised meetings with communes, offices of environment, agriculture, water resource management and with the factory which caused the problem.</li> <li>4. The Governor issued an order to the factory to immediately stop discharging sewage into the river. The Governor also ordered the environment office to communicate with its respective PDoE to ask for legal and technical support in checking the quality of water and poison levels.</li> <li>5. The Governor and DoE collected more detailed information by visiting the affected site and discussing the issue with affected local citizens. Inquiries included: What is the specific problem and is it urgent? What are the sources of problems? How many communes/villages/ households are affected?</li> <li>6. District Governor appointed the office of inter-sectoral affairs, line office of environment and the police to assist district administration in monitoring the factory</li> </ol>

	<p>and consulted with citizens on whether the factory continued sewage discharge into the river.</p> <p>7. The above team prepared reports for presentation to the Governor and to the Council in monthly meetings.</p>
Main challenges/obstacles during implementation	<ul style="list-style-type: none"> <li>• This problem required involvement from many stakeholders, while district line offices lacked capacity and resources to support district administration.</li> <li>• The limited capacity of the council staff to understand valid regulations, resulted in a limited ability to advise the District Governor or administration and line offices.</li> <li>• Lack of district staff and their limited expertise in sectoral policies.</li> <li>• The factory did not respect the power of the district administration and the district had no authority to manage them because the factory held a permit issued at the national level.</li> </ul>
Initiator/requested by	Local citizens/fish farmers and councillors
Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• Informed the Council Chair of the issues, who then talked to the Governor about the need to address the issues.</li> <li>• Followed up through discussions at monthly council meetings with the BoG about the measures undertaken to stop the factory from discharging sewage into the river.</li> </ul>
Involvement of board of governors	<p>The Governor discusses plans for further actions with deputies or administration director.</p> <p>The Governor decides on how to resolve the problem in consultation with deputy governors, administrative director, district offices and line offices in charge of fields. The Council Chair will be informed later or as part of reporting to the whole council in monthly meetings.</p>
Involvement of AD and units of district administration	<ul style="list-style-type: none"> <li>• Assisted the BoG to facilitate meetings with line offices, the factory, commune administration, and the police.</li> <li>• Prepared draft reports for the Governor and the Council.</li> </ul>
Involvement of Line Units	<ul style="list-style-type: none"> <li>• DoE assisted in checking water quality</li> <li>• Agriculture and water resources worked with fish farmers to ensure that their dead fish will not be sold in markets.</li> </ul>

Cooperation with citizens, civil society during activity	Citizens were fully engaged in collection of relevant information and consulted on options to resolve the issue.
Following of standards as mandated by line ministries	No real standards because district administration undertook urgent actions to stop the sewage discharge from the factory. But afterwards, with support from the PDoE, the factory expressed their willingness to follow environmental standards of treating sewage before discharge into river.
Amount of budget needed	Amount is not available
Source(s) of budget	a) Regular district budget <i>District administration spent minor amounts for drinking water, some snacks and fuel at district coordination meetings, where the money comes from district administrative funds.</i>
	b) DM investment fund – N/A
	c) Others <i>The district governor decided to provide funds. For provincial or district line units involved in implementing the decision, the funds came from provincial LD.</i>
Decision on the provision of the budget by whom	The Governor decided to provide budget support for district coordination meetings and the district administration spent minor amounts for drinking water, some snacks and fuel.
Coordination/steering of the activity by whom	AD or unit/staff of District Administration <i>District Governor coordinated and steered the activities, then reported to the council meetings.</i>
	Line unit at District <ul style="list-style-type: none"> <li><i>Offices of environment assisted to check the quality of water.</i></li> <li><i>Agriculture and water resources worked with fish farmers to ensure that their dead fish would not be sold in markets.</i></li> </ul>
Monitoring of implementation by whom and how	District Governor appointed office of inter-sectoral affairs, line office of environment and the police to assist the district administration in monitoring the factory and consulted citizens on whether the factory continued sewage discharge into the river
Number and type of beneficiaries	One hundred households

Satisfactory solution of needs/problems	The process of solving problems raised by citizen was successful and really worked to the benefits of citizens even though the provision of services came a bit late.
Lessons learnt (council)	<ul style="list-style-type: none"> <li>• Addressing this problem required the involvement of many stakeholders while district line offices lacked capacity and resources to support the district administration. To overcome these difficulties, district administration mostly requested support from the provincial administration, provincial LD and sometimes line ministries.</li> <li>• Private factory holds a permit issued at the national level, so they are less compliant with district administration.</li> <li>• Provision of a service to solve a problem must involve provincial administration and provincial LD which oversee the policy fields and local authorities.</li> </ul>

#### 2.4.5 Sangkae District priority project

<b>Name of the Activity and short description</b>	<p><b>Awareness campaign on the importance of waste management.</b></p> <p>The DC and administration decided to carry out this campaign because there were many complaints that improperly packed solid waste was being thrown in public spaces, leading to unpleasant smells which were spreading over the district town. In particular, people throwing waste from households near schools could potentially cause serious health problems for students. The district administration will educate citizens, vendors and students about packing waste appropriately; the about the obligation of citizens to pay a waste collection fee; and fines and penalties for not obeying the rules. The district administration produced banners to be placed in markets, schools and public places about waste management and cooperated with waste collectors in setting times to collect waste from households.</p>
<b>Location and date of project implementation</b>	Sangkae District, since February 2018
<b>Type of activity</b>	Organisation of a permanent service
<b>Description of the process (identification, preparation, decision and implementation of the permissive function activity)</b>	<ol style="list-style-type: none"> <li>1. With support from the district AD and offices, the Council collected problems through forums, commune meetings and councillors.</li> <li>2. The Council invited the BoG to discuss how to address the problem in its meetings.</li> <li>3. The Council and BoG with support of line offices discussed the problem and gave high priority to finding a solution after voting among councillors and the BG.</li> <li>4. Because the problem is large in scale, the Governor proposed the establishment of a working group to oversee this matter. The working group will propose an activity plan including identification of issues through further information gathered from citizens. They discussed possible solutions and the role of stakeholders (i.e. citizens, vendors, markets, waste collectors, schools, health centres and communes). All information/data is developed into a project proposal for further discussion by council and BG. After discussion, the proposal will be revised and approved by the council,</li> </ol>

	<p>with the final draft submitted to EU DAR to request funding.</p> <p>5. In the implementation stage, the working group will develop an activity plan and detailed budget to obtain approval from the council; organise meetings with stakeholders; run an awareness campaign with citizens, vendors and students; and place posters and banners in urban areas.</p> <p>6. The working group cooperates with the district AD to prepare monthly reporting for the BoG and the council.</p>
Main challenges/obstacles during implementation	<ul style="list-style-type: none"> <li>• The district encountered many of difficulties as the problem of waste is significant and involves many stakeholders and many households.</li> <li>• The process of preparing a proposal to request funds must follow many steps and is very time consuming.</li> <li>• Waste collectors are contracted by provincial administration which makes it difficult for the district administration to work with them.</li> <li>• District has no budget and a lack of expert staff.</li> </ul>
Initiator/requested by	<ul style="list-style-type: none"> <li>• citizens</li> <li>• district councillors</li> <li>• vendors</li> <li>• commune councillors</li> </ul>
Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• Discussed the problem and gave high priority to finding a solution.</li> <li>• Approved activity plan to identify problems and to prepare proposal with all relevant stakeholders (each step must be approved at a council meeting).</li> <li>• Approved final proposal for submission to EU DAR for funds request.</li> <li>• Followed up the progress of activities through reporting at council meetings.</li> </ul>
Involvement of board of governors	<ul style="list-style-type: none"> <li>• Supports the Council in identifying all relevant regulations through communication with provincial administration and PDoE.</li> <li>• Drafts activity plan for identifying problems, preparing proposal, organising meetings with all involved stakeholders, submitting final draft proposal to the Council for approval.</li> </ul>



	<ul style="list-style-type: none"> <li>• Coordinates with offices of environment, district health operational office, market management and office of education to join the working group.</li> <li>• Will follow up with working group to prepare progress reports of activities for the Council.</li> </ul>
Involvement of AD and units of district administration	<ul style="list-style-type: none"> <li>• Supports the Council and BoG through approaching relevant line offices, communes, markets, waste collectors.</li> <li>• Provides support to BoG to prepare draft activity plan for identifying problems, preparing proposal and submitting proposal to EU DAR after being approved by the council.</li> <li>• Assists BoG in regular facilitation with all relevant stakeholders during implementation of the activities.</li> <li>• Works with working group to prepare draft reports for the council.</li> </ul>
Involvement of Line Units	<ul style="list-style-type: none"> <li>• Provides relevant information and regulations to the DC and administrations.</li> <li>• Supports the working group to identify problems; prepare the proposal; and explain and clarify relevant issues to the Council and BG.</li> <li>• Supports the implementation of activities.</li> </ul>
Cooperation with citizens, civil society during activity	<ul style="list-style-type: none"> <li>• Citizens, vendors and commune chiefs are closely engaged during gathering of information and identifying options to resolve the problem.</li> <li>• Youth and students will be closely engaged in education about waste management.</li> <li>• Vendors in markets and households will pay for waste collection services.</li> <li>• CSOs attend meetings with the Council and provide support in awareness campaigns.</li> </ul>
Following of standards as mandated by line ministries	With the support of the PDoE and DoE, the standards set by MoE will be followed.
Amount of budget needed	Nonresponse
Source(s) of budget	a) Regular district budget – N/A
	b) DM investment fund – N/A
	c) Others

	<i>The newly established project for waste management is still at the preparation stage, with proposed funding for the project provided largely by EU DAR, with 10% of total budget from district contribution.</i>
Decision on the provision of the budget by whom	The project proposal including the amount of funds is approved by the Council before submission to EU DAR.
Coordination/steering of the activity by whom	a) AD or unit/staff of District Administration <i>District office of inter-sectoral affairs,</i>
	b) Line unit at District <i>DoE, education, health operational office, schools, markets</i>
Monitoring of implementation by whom and how	The District passes the responsibility of monitoring to the working group. In particular, the DoE and district office of inter-sectoral affairs plays a main role and will regularly report back to the BoG and at the monthly council meetings.
Number and type of beneficiaries	5 communes (thousands of households and vendors)
Satisfactory solution of needs/problems	Because the project is still at the preparation stage, success is unknown. However, the district understands that citizens have indicated satisfaction so far, and they are firmly committed to supporting the services.
Lessons learnt (council)	<ul style="list-style-type: none"> <li>• New kind of cooperation between the private sector and administration. The District will cooperate with a private firm to collect waste, while the project funds will be used for information dissemination, awareness campaign and producing posters.</li> <li>• The Council will work with and encourage communes to include funds to support such services in the commune annual budget in the future.</li> <li>• The District expressed concern that without support from the provincial administration, neighbouring districts (or municipalities) and external support, the district cannot implement solutions for such large issues as the district lacks sufficient funds and has a shortage of staff. Therefore, the District established the working group to mobilise people from different units and communes.</li> </ul>

## 2.5 Rights Protection, Public Law and Order

### 2.5.1 Banan District, priority project 1

<b>Name of the Activity and short description</b>	<b>Addressing a child rape case</b> The project involved providing support to the surviving girl victim and arresting the perpetrator according to the law
Location and date of project implementation	Banan District, early 2018
Type of activity	Conflict solution through mediation or community action
Description of the process (identification, preparation, decision and implementation of the permissive function activity)	<ol style="list-style-type: none"> <li>1. Family reported the incident to commune.</li> <li>2. Commune transfers report to the district WCCC.</li> <li>3. WCCC seeks support from the Governor.</li> <li>4. Governor calls for meeting to take emergency intervention</li> <li>5. WCCC communicates/coordinates with NGOs to provide support.</li> </ol>
Main challenges/obstacles during implementation	It was difficult to arrest the perpetrator. The victim's family did not feel safe.
Initiator/requested by	Citizens submitted complaint to commune; commune submitted to WCCC; WCCC called on the Governor to intervene.
Role of single councillors and/or the whole council	WCCC coordinated this case with the Governor in order for the Governor to take action.
Involvement of board of governors	Female deputy governor is deputy of WCCC, so she worked on coordination and communication with relevant stakeholders.
Involvement of AD and units of district administration	Inter-sectoral office
Involvement of Line Units	<ul style="list-style-type: none"> <li>• women's affairs</li> <li>• district police</li> </ul>
Cooperation with citizens, civil society during activity	<ul style="list-style-type: none"> <li>• Banteay Srey NGO: raising awareness in the community on law preventing violence against women (rape and domestic violence)</li> <li>• Legal Aid for community organisation</li> </ul>
Following of standards as mandated by line ministries	Nonresponse

Amount of budget needed	A small one-time amount; but not from district budget.
Source(s) of budget	Nonresponse
Decision on the provision of the budget by whom	Nonresponse
Coordination/steering of the activity by whom	Subcommittee of DC
Monitoring of implementation by whom and how	CCWC and WCCC were monitoring the progress of this case
Number and type of beneficiaries	One family, the whole community
Satisfactory solution of needs/problems	Family is happy with intervention
Lessons learnt (council)	Nonresponse

#### 2.5.2 Banan District priority project 2

<b>Name of the Activity and short description</b>	<b>Improving Banan Market</b> Organising stores and other infrastructure; Improving order along the road near the market; Move the sellers to trade in one location.
Location and date of project implementation	Banan District, 2017 – 2018
Type of activity	Organisation of a permanent service
Description of the process (identification, preparation, decision and implementation of the permissive function activity)	<ol style="list-style-type: none"> <li>1. Citizens raised issue in the public forum.</li> <li>2. Councillor brought issue to council meeting.</li> <li>3. Integrated it in DIP.</li> <li>4. Council approved the project.</li> <li>5. Set up working group with all relevant line offices.</li> <li>6. Consultation with citizens.</li> <li>7. Procurement process.</li> <li>8. Implementing and monitoring.</li> </ol>
Main challenges/obstacles during implementation	Some sellers were not happy. They prefer to sell along the road or in front of their house which has easier access for customers than the market.
Initiator/requested by	Citizens raised it in public forum.

Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• Approved the proposed project.</li> <li>• Enquired about similar experience at other locations but did not identify any.</li> <li>• Promoted the problem to the Governor to take action and cooperate with line offices.</li> </ul>
Involvement of board of governors	The BoG led the project implementation and identified supporting legal documents.
Involvement of AD and units of district administration	Inter-sectoral office, procurement and planning divisions.
Involvement of Line Units	Environment office and Land Management office
Cooperation with citizens, civil society during activity	Consultation with citizens before rebuilding the market
Following of standards as mandated by line ministries	Nonresponse
Amount of budget needed	Nonresponse
Source(s) of budget	DM investment fund
Decision on the provision of the budget by whom	Council
Coordination/steering of the activity by whom	District Council/single councillor, subcommittee of DC
Monitoring of implementation by whom and how	One deputy governor and line offices. Need to strictly follow up on implementation, otherwise sellers will return to selling at the same place as before.
Number and type of beneficiaries	Nonresponse
Satisfactory solution of needs/problems	Most of the citizens are happy with the market improvement.
Lessons learnt (council)	All the problems can be raised in the meeting, however need to look for partners to support. If it is beyond our capacity, it can be reported to the provincial level.

### 2.5.3 Bavel District priority project

<b>Name of the Activity and short description</b>	<b>Managing public order at Bavel Market</b> The activity aims to improve the order of Bavel market and the roads along the market. The project is still at the stage of collecting information and assessing possible solutions, which is being conducted by the working group (comprising BG, DC, LD and other relevant stakeholders).
Location and date of project implementation	Bavel District, since late 2017
Type of activity	Organisation of a permanent service.
Description of the process (identification, preparation, decision and implementation of the permissive function activity)	<ol style="list-style-type: none"> <li>1. Brainstorming the problem and needs raised by the citizens (from public forums and when the complaint/problem seeking support is raised directly at the district and council meeting).</li> <li>2. Identifying the priority problems by scoring each in order of the level of impact/ requirements of the problem.</li> <li>3. Selecting the top priority problem which the district can deal with given available resources and capacity under their authorisation/jurisdiction.</li> <li>4. Submitting findings at the council meeting to obtain a review on the priority problems and approval.</li> <li>5. Setting up the working group to further study the problem by developing specific questionnaires for each type of key information source or interviewee.</li> <li>6. Work on the data/information collected.</li> <li>7. Draft deika prior to consultation and approval in council meeting.</li> <li>8. Implementation of the deika.</li> </ol> Project commenced approximately 5-6 months ago (in January 2018) and it will be completed next month.
Main challenges/obstacles during implementation	<ul style="list-style-type: none"> <li>• The licence for service providers at the market and other services are issued at the provincial level, so the district does not have authority to work with them or to perform compliance checks.</li> <li>• There are 6 electricity providers in the Bavel district from different districts, so communication and coordination are difficult as the problem is also part of inter-district waste management.</li> <li>• There is no authority to remove a service provider's licence, even if they are non-compliant.</li> </ul>
Initiator/requested by	<ul style="list-style-type: none"> <li>• The citizens raised the issue in the public forum.</li> </ul>

	<ul style="list-style-type: none"> <li>• The councillors noticed this problem which caused daily traffic jams.</li> <li>• Citizens came to the district hall to directly submit the complaint.</li> </ul>
Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• With support from EU DAR, ten problems have been identified by the council. Managing public order at the Bavel market has been selected as the first priority.</li> <li>• Each identified problem has been given a score based on a scoring table. The one with the highest score is ranked top priority and is the most urgent issue for the people.</li> <li>• Some councillors are members of the working group formed to address this issue. This working group is led by a deputy district governor.</li> <li>• The councillors have been involved in problem identification; prioritised the problems; given approval on the identified problem; been members of the working group to further understand the problem; and will work to review and approve any related legal documents for addressing the issue.</li> <li>• Councillors did not identify if similar problems have been addressed at other localities as there are specific geographic conditions to the markets (Bavel is a big market along the main road, not on a sub-road).</li> </ul>
Involvement of board of governors	<ul style="list-style-type: none"> <li>• One deputy governor is the leader of the working group studying details of the problem.</li> <li>• Developed the questionnaires to further analyse the problem with various key stakeholders.</li> <li>• Deputy district governor is involved in communication and coordination through AD and with cooperation from EU DAR Project.</li> <li>• The BoG has drafted the deika and consulted with line district offices. They also check the deika to ensure it is aligned with provincial development action plan accordingly.</li> </ul>
Involvement of AD and units of district administration	<ul style="list-style-type: none"> <li>• All district offices have participated in the project since the beginning of the project and has been involved in identifying the problem, communications with other line district offices and participated as members of the working group.</li> <li>• Office of inter-sectoral affairs, relevant communes and village authorities.</li> <li>• Administrative office is assisting councillors in communication including arrangement of meetings.</li> </ul>

	<ul style="list-style-type: none"> <li>The project commenced in January 2018 and is currently at the stage of collecting information for further understanding of the problem.</li> </ul>
Involvement of Line Units	<ul style="list-style-type: none"> <li>Participate in council meetings and identify relevant legal documents for addressing the issue.</li> <li>District Governor has consulted with line district offices and works closely with each relevant line district office.</li> </ul>
Cooperation with citizens, civil society during activity	In the process of studying the problem, wholesalers and retailers who are mostly women have been interviewed
Following of standards as mandated by line ministries	Nonresponse
Amount of budget needed	<p>We need budget support for the implementation of this project, but there is a lack of budget support from the DM fund, as such funds will come only from EU DAR and possibly other partners.</p> <p>The project to manage public order at the market needs budget to be implemented. Funding is required to develop the signage and billboard for raising awareness.</p> <p>Line district offices does not have budget to implement the activities.</p>
Source(s) of budget	a) Regular district budget – N/A
	b) DM investment fund – N/A
	c) Others <i>EU DAR</i>
Decision on the provision of the budget by whom	Nonresponse
Coordination/steering of the activity by whom	<p>AD or unit/staff of District Administration</p> <p><i>One deputy district governor is the leader of the working group, so he manages and coordinates the project with support from all offices of the district.</i></p>
Number and type of beneficiaries	N/A
Monitoring of implementation by whom and how	Monitoring is always conducted on the deika or other decisions implemented and there is reporting to the Council via formal and informal council meetings. However, for this project, monitoring is not required yet as the project has not yet been implemented.



Satisfactory solution of needs/problems	Yes, it is in response to the needs of citizens, and people are satisfied.
Lessons learnt (council)	The project has not commenced implementation, as such no good practices to share yet.

#### 2.5.4 Aek Phnum District priority project

<b>Name of the Activity and short description</b>	<b>Relocation of roadside vendors who often block traffic to a temporary location</b> Vendors are selling on the road side, on actual roads and also improperly disposing of waste - creating unpleasant smells, blocking traffic on the road and sometimes causing accidents. As such, there was a request for the district administration to organise the market to achieve road safety and better living conditions. With consideration to all available information and options, the Council decided to move the market. A deika was adopted so that all vendors are required to move to the new market location.
Location and date of project implementation	Aek Phnum District, since January 2017
Type of activity	Administrative/legal regulation
	Conflict solution through mediation or community action
Description of the process (identification, preparation, decision and implementation of the permissive function activity)	<ol style="list-style-type: none"> <li>1. Councillors had heard about the problem and discussed with the Council Chair whether to include this on the council meeting agenda. The Council Chair unofficially discussed with the District Governor to raise the problem at the official meeting of the Council.</li> <li>2. District Governor/AD communicated with all related units to find a solution through direct contact, and discussed the problem in meetings of the district unified command committee which is chaired by the District Governor</li> <li>3. The councillors worked with the BoG to gather more information through interviewing citizens on what the root causes of the problems were, number of vendors involved, severity of the problems and the types of road accidents. They also consulted with citizens, vendors and line agencies about options to resolve the problem. With all required information, and data that was already</li> </ol>

	<p>discussed and agreed by the Council and BG, they developed an action plan. The draft action plan to relocate the market was discussed and approved by the council.</p> <ol style="list-style-type: none"> <li>4. Council instructed the BoG to draft a deika and submit to the Council for discussion and approval.</li> <li>5. District BG, AD, relevant line offices and the district police were to be involved in implementing the decision of the council. They also presented on the progress of implementation to the Council at monthly meetings.</li> <li>6. Implementation of the solution was monitored by district police, the DoE and the district office of inter-sectoral affairs.</li> </ol>
Main challenges/obstacles during implementation	<ul style="list-style-type: none"> <li>• lack of funding</li> <li>• no land for establishment of a permanent market</li> <li>• some citizens do not want to engage because they do not want to move to a new location</li> </ul>
Initiator/requested by	Citizens, district councillors and commune councillors
Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• To discuss problem with BG, commune councils, line offices including establishment of a working group to work on relocating the market.</li> <li>• To approve work plan and all documents produced by the working group related to results of consultation with citizens and vendors.</li> <li>• Preparation of proposal with budget prior to submission of funding request to EU DAR.</li> <li>• To follow up the on progress of activities through council meetings.</li> </ul>
Involvement of board of governors	<ul style="list-style-type: none"> <li>• To coordinate general organisation and facilitation with commune councils, police and other line offices.</li> <li>• The Governor usually attends monthly meetings at the provincial level with other district governors, so will sometimes initiate discussion and share experiences on finding solutions.</li> <li>• To report back to the Council at monthly meetings on progress of activities.</li> </ul>
Involvement of AD and units of district administration	<p>Support BoG to facilitate with all involved agencies.</p> <p>Support the working group for the preparation of reports for the BoG and council.</p>

Involvement of Line Units	<ul style="list-style-type: none"> <li>DoE educates vendors about the hazards of throwing waste and how to package the waste.</li> <li>Police are involved in maintaining road traffic conditions and enforcing the council deika.</li> </ul>
Cooperation with citizens, civil society during activity	District administration has discussed the issue with citizens during the information gathering stage, and after the decision was made by the Council and BG, concerned citizens were informed about plans to relocate the market.
Following of standards as mandated by line ministries	With the support of the environmental office, the new market location is organised according to standards related to infrastructure such sewage discharge and waste management.
Amount of budget needed	Nonresponse
Source(s) of budget	Regular district budget <i>The amount of funding for the implementation was not indicated, however support usually included in kind contributions such as fuel, snacks, water for meetings and sometimes food for the working groups.</i>
Decision on the provision of the budget by whom	Budget paid for provision of fuel, snacks and water for meetings or food as decided by the District Governor.
Coordination/steering of the activity by whom	a) District Council/single councillor, subcommittee of DC <i>Facilitated and lead implementation of activities, followed up on the progress and coordinated conflict resolution implementation</i>
	b) Line unit at District <i>DoE and Police</i>
Monitoring of implementation by whom and how	The AD and Office of Inter-sectoral affairs cooperates with the DoE and the police to monitor the relocation of the market. Any complaints or conflicts will be reported to the District Governor to address the problem.
Number and type of beneficiaries	100 stands will be relocated from the road to the market, but implementation will affect thousands of people who are living in the area and those who travel through this road
Satisfactory solution of needs/problems	No exact assessment, but the solution is considered successful because the street is cleaner than before and most citizens who travel on this road are satisfied. At the same time some vendors are not happy because it is difficult for them to move to a new location and some vendors continue to sell from their houses.

Lessons learnt (council)	<ul style="list-style-type: none"> <li>• The issue has only been addressed temporarily, because the district administration does not have available land for a permanent market. As such people may return to the old location someday.</li> <li>• Implementation of this project provided the council with the experience of issuing a local regulation (a deika).</li> </ul>
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### 2.5.5 Samlout District priority project 2

<b>Name of the Activity and short description</b>	<b>Managing order along the main road</b> Clear the sidewalk by preventing construction or vendors selling on the sidewalk and move back the front roofs of houses built on the sidewalk.
Location and date of project implementation	Samlout District, 2017 – 2018
Type of activity	Administrative/legal regulation
Description of the process (identification, preparation, decision and implementation of the permissive function activity)	<ol style="list-style-type: none"> <li>1. Received complaints from people.</li> <li>2. Discussed in the unified meeting of BG.</li> <li>3. Proposed approval and set up of working group at council meeting.</li> <li>4. Developed the announcement for managing order along the road.</li> <li>5. Disseminated the announcement requiring each household to remove the roof/wall from the sidewalk area within 2 weeks.</li> <li>6. Followed up with the households that had not removed the roof/wall and repeated request for removal.</li> </ol>
Main challenges/obstacles during implementation	<ul style="list-style-type: none"> <li>• lack of budget</li> <li>• lack of participation from citizens especially those who lost the benefit of selling on the sidewalk</li> </ul>
Initiator/requested by	<ul style="list-style-type: none"> <li>• People came to submit a complaint at the district office about maintaining the use of sidewalks.</li> <li>• Raised by the Governor in the council meeting.</li> </ul>
Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• Approval from council on proposal of the Governor to address this problem, based on an inter-ministerial Prakas on managing order on the sidewalk.</li> <li>• Approved the establishment of a committee to work on this problem.</li> </ul>
Involvement of board of governors	<ul style="list-style-type: none"> <li>• District Governor requested the District Administrator to organise a unified meeting in the district with participation from line offices to discuss the problem and possible solutions.</li> </ul>

	<ul style="list-style-type: none"> <li>• Solutions were submitted later to council for approval.</li> <li>• One of deputy governors is the head of the multi-stakeholder committee which consist of councillors, the land management office, public works office, environment office, village, commune and police as members.</li> </ul>
Involvement of AD and units of district administration	Inter-sectoral office and admin and finance office
Involvement of Line Units	<ul style="list-style-type: none"> <li>• education</li> <li>• public works</li> <li>• environment</li> <li>• land management</li> </ul>
Cooperation with citizens, civil society during activity	Gathering information
Following of standards as mandated by line ministries	Implementation plan follows inter-ministerial Prakas on road utilisation and management.
Amount of budget needed	No budget needed
Source(s) of budget	Nonresponse
Decision on the provision of the budget by whom	N/A
Coordination/steering of the activity by whom	AD or unit/staff of District Administration
Monitoring of implementation by whom and how	Inter-sectoral office, the Deputy Governor and working group from all relevant line offices.
Number and type of beneficiaries	Nonresponse
Satisfactory solution of needs/problems	People who lost the benefit of selling on the sidewalk are unsatisfied, but those who have benefited from an orderly sidewalk are satisfied with the solution.
Lessons learnt (council)	Nonresponse

## 2.6 Economic Development

### 2.6.1 Phnum Proek District priority project 1

<b>Name of the Activity and short description</b>	<b>Increasing the price of agricultural production</b> Governors and councillors negotiated with and coordinated sales between Cambodian providers and Thai buyers for agriculture produce. The price of produce has increased; however, this may also have been influenced by a general market price increase.
<b>Location and date of project implementation</b>	Phnum Proek District, October to December 2017
<b>Description of the process (identification, preparation, decision and implementation of the permissive function activity)</b>	<ol style="list-style-type: none"> <li>1. Citizens raised the problem in public forums. Councillors raised the problem in council meetings. Citizen held protests at the district hall.</li> <li>2. Councillors visited the farmers/citizens to calm them down and explain the reasons for having low prices for products.</li> <li>3. Submitted request and report to the Provincial Department of Commerce (PDoC) to negotiate and communicate with a neighbouring country to buy produce.</li> <li>4. Worked with PDoC to assess the problem and find the solutions.</li> <li>5. Worked closely with the BoG to report to provincial level and encourage negotiating with Thai authorities regarding the date of export for products noted in the Memorandum of Understanding (MoU) and request to buy more products.</li> <li>6. Discuss feasible solutions with other district councillors or governors located near the border at a meeting.</li> <li>7. Negotiate and communicate continuously with the neighbouring border districts of Thailand in each season before harvest, to confirm amount of produce for export, and ensure a fair price.</li> </ol> Project has taken approximately 3 months.
<b>Main challenges/obstacles during implementation</b>	<ul style="list-style-type: none"> <li>• District authorities believe it is beyond their authority to deal with such problems.</li> <li>• Thai middlemen hold prices low and the quality of Cambodian produce is not high.</li> <li>• An MoU was signed between the ministries of Cambodia and Thailand, but there was no consultation with local people before developing these. As a result, the date of export for the products covered in the MoU does not align with the time when products are harvested. This has caused a lot of problems in exporting the products.</li> </ul>

Type of activity	One-time Investment for addressing a problem/citizen's need - <i>but needs to be followed up annually</i>
Initiator/requested by	<ul style="list-style-type: none"> <li>• Citizens protested at the district hall demanding for district authorities to intervene to increase the price of products.</li> <li>• Problems raised in district forums. The problem had been raised in a council meeting at the end of 2017. The chair of the Council agreed to declare the problem as a priority.</li> </ul>
Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• Councillors raised the problems in council meetings.</li> <li>• Councillors visited the farmers/citizens to calm them down and explain the reasons for low product prices.</li> </ul>
Involvement of board of governors	<ul style="list-style-type: none"> <li>• The Council and Governor has been working together to develop the report and submit this at the provincial level; and to submit a letter requesting negotiations with Thai authorities on exporting products at an acceptable price.</li> <li>• One deputy governor is responsible for addressing the problem by engaging all district offices and the agriculture district line office.</li> <li>• The Governor has been communicating and meeting with the neighbouring border districts of Thailand on the export of agriculture products, prior to harvest.</li> <li>• Working and coordinating with the PDoC for discussion on setting a minimum price for cassava.</li> </ul>
Involvement of AD and units of district administration	<p>Administrative office communicates with line district offices and village/commune local authorities.</p> <p>Inter-sectoral office cooperates with agriculture line office to follow up on the price of the products received from the middle men.</p>
Involvement of Line Units	Agriculture district line office is involved in assessing/studying the problem with governors and councillors.
Cooperation with citizens, civil society during activity	Information has been collected from various groups of people without discrimination.
Following of standards as mandated by line ministries	Nonresponse
Amount of budget needed	<p>No budget needed -</p> <p><i>DC claims that they cannot use the DM fund as it has certain conditions and cannot be spent on this issue.</i></p>

	<p><i>We have spent our own budget for communication, coordination and traveling costs.</i></p> <p><i>BG confirms that they cannot use the DM fund as this activity has not been included during planning. So, if there is an emergency need, there will not be any budget to spend. Also, the procurement process is difficult if budgeted amount is higher than 500,000 Riels.</i></p>
Source(s) of budget	Nonresponse
Decision on the provision of the budget by whom	N/A (as no budget available for this activity)
Coordination/steering of the activity by whom	Nonresponse
Number and type of beneficiaries	Nonresponse
Satisfactory solution of needs/problems	Citizens are satisfied with higher prices for their production.
Lessons learnt (council)	The project was successful because of efforts from councillors and governors working to address this problem with all stakeholders.



## 2.6.2 Thma Koul District priority project

<b>Name of the Activity and short description</b>	<b>Organisation of a natural tourist area at Beoung Tkov</b> This project involves restoring Beoung Tkov (lake restoration), repairing the road to Beoung Tkov, planting trees and placing decorations around the lake to attract tourists.
Location and date of project implementation	Thma Koul District, 2017 – 2018
Type of activity	Organisation of a permanent service
Description of the process (identification, preparation, decision and implementation of the permissive function activity)	<ol style="list-style-type: none"> <li>1. Councillors raised the idea of lake restoration in the council meeting.</li> <li>2. Idea was integrated in the DIP and approved by the Council in 2017.</li> <li>3. Established a working group to further study the project which also included an environmental impact assessment.</li> <li>4. Manage the procurement process for lake restoration.</li> <li>5. The project is 70% implemented and it will be finished in 2018. The project will not be included in the next DIP, as the implementation of other projects is required, however it may be included in the CIP if the commune would like to improve the area further.</li> </ol>
Main challenges/obstacles during implementation	<ul style="list-style-type: none"> <li>• Negotiations with affected households/ land owners for this project was time consuming.</li> <li>• The approval at the national level for lake restoration took a long time which affected the work plan.</li> <li>• Lack of technical personnel resources to work on the project.</li> <li>• Project was beyond our authority.</li> <li>• Budget transfer from national level was delayed and sometimes only available in raining season when it is hard to implement the activities.</li> </ul>
Initiator/requested by	<ul style="list-style-type: none"> <li>• Citizens raised the suggestion in the public forum to transform this lake to be a natural tourist attraction, since there are no tourist attractions in the Thnor Korl district and it will generate income from services for citizens.</li> <li>• The proposal was brought to the council meeting.</li> </ul>
Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• Council approved the project as a top priority for the citizens.</li> </ul>

	<ul style="list-style-type: none"> <li>• Agreed with BoG to mobilise resources from charities and CSOs to organise the project.</li> <li>• Issued and approved the decision to establish a working group for further study on the details of project implementation.</li> <li>• Some councillors have provided advice on the project as they were the formerly staff of relevant provincial departments (environment, water resources, meteorology and agriculture), and knowledgeable on this project.</li> </ul>
Involvement of board of governors	<ul style="list-style-type: none"> <li>• BG led the project implementation by performing the coordination role with other offices, commune administration and line offices/provincial departments.</li> <li>• Heading up the project management committee and involvement in project identification and preparation.</li> <li>• Heading up the procurement committee.</li> <li>• Coordinating with line district offices and relevant provincial departments for technical support/advice.</li> </ul>
Involvement of AD and units of district administration	Office of commune/sangkat has participated in problem identification and proposed the establishment of the working group.
Involvement of Line Units	<ul style="list-style-type: none"> <li>• Representatives from the environment, water resources and meteorology office were members of the working group to further study the problems identified.</li> <li>• Forest administration was also involved in the project by providing trees to plant in the lake area.</li> </ul>
Cooperation with citizens, civil society during activity	<ul style="list-style-type: none"> <li>• Citizens living around the lake are satisfied and participated in the process of information gathering as this project brings significant benefits to them.</li> <li>• Identified supporting legal documents for implementation of the project from the provincial departments of environment, water resources and meteorology; and communicated with commune councillors in the area.</li> </ul>
Following of standards as mandated by line ministries	Nonresponse
Amount of budget needed	No budget needed
	Funds for the problem identification study was supported by the commune chief (from his own budget) as there was no funds available from commune or district budgets to spend on these activities.
Source(s) of budget	a) Regular district budget – N/A

	b) DM investment fund <i>DM funds were used to restore the lake</i>
	c) Others <i>Commune funds were used for road repairs to the lake</i>
Decision on the provision of the budget by whom	<ul style="list-style-type: none"> <li>• Commune fund approved by Commune Council</li> <li>• DM fund approved by the DC and managed by the Governor.</li> </ul>
Coordination/steering of the activity by whom	AD or unit/staff of District Administration Office of supporting commune/Sangkat
Number and type of beneficiaries	Nonresponse
Monitoring of implementation by whom and how	<ul style="list-style-type: none"> <li>• the Council</li> <li>• the Governor</li> <li>• working group</li> </ul>
Satisfactory solution of needs/problems	<ul style="list-style-type: none"> <li>• Citizens are satisfied with the project as it responds to their requests</li> <li>• This project also contributes to reduced flooding in the area and people living near the lake can benefit from tourist activities.</li> <li>• There are more people participating in meetings, as well as contributions of their own funds to the project.</li> </ul>
Lessons learnt (council)	<ul style="list-style-type: none"> <li>• People contributed their land and are willing to participate as the project responds to their needs and benefits them.</li> </ul>

## 2.7 Others

### 2.7.1 Moung Ruessei District priority project

<b>Name of the Activity and short description</b>	<b>Organising an awareness campaign on services available at the One Window Service Office and Ombudsman Office.</b> <p>The District recently established a new office of one window services (OWSO), however they realised that citizens were not aware of the availability of administrative services provided by the district, so continued to go to province administration or provincial LD. The District organised several awareness campaigns for citizens in communes through public events using loud speakers, music and discussion forums with participation by the BG, councillors and relevant line offices.</p>
<b>Location and date of project implementation</b>	Moung Ruessei District, March - May 2018
<b>Type of activity</b>	Administrative/legal regulation
<b>Description of the process (identification, preparation, decision and implementation of the permissive function activity)</b>	<ol style="list-style-type: none"> <li>1. After many requests from councillors, the BoG and communes; the Council included this problem in the agenda of the council meeting for further discussion. The problem was classed high priority because the councillors and BoG consider that OWSO, as a newly established mechanism in providing services, contains good features such as transparency, a participatory approach and with friendly and fast service delivery.</li> <li>2. After the council meeting voted to launch a project to promote awareness of OWSO, they appointed a working group to prepare a project proposal by gathering all relevant information, identifying problems, and proposing options to resolve the problem. All draft documents for preparing the proposal were to be discussed and approved by the council.</li> <li>3. The final draft proposal including the proposed budget amount was approved by the Council and submitted to EU DAR.</li> <li>4. After the proposal was approved by EU DAR, project implementation commenced.</li> <li>5. The BoG consulted with the Battambang municipality, where the One Window Services had been already</li> </ol>

	<p>implemented for several years, and a study visit for the working group and staff at OWSO was conducted.</p> <p>6. Then district administration requested support from provincial administration, provincial LD and sometimes from the Ministry of Interior's (Mol) department of functions.</p> <p>7. A deputy governor worked closely with the working group to coordinate with all line offices, communes, schools, markets, OWSO and Ombudsman Offices to run the campaign and organise public events.</p> <p>8. The team prepared financial and progress reports of activities and reported these to the BoG and the council.</p>
Main challenges/obstacles during implementation	<ul style="list-style-type: none"> <li>• lack of district budget to incentivise staff who manage the project</li> <li>• lack of personnel resources</li> </ul>
Initiator/requested by	Councillors, BoG and commune councillors
Role of single councillors and/or the whole council	<ul style="list-style-type: none"> <li>• The council meeting decided to prepare the project proposal for promoting awareness of One Window Services and Ombudsman Office.</li> <li>• The Council appointed a working group to prepare the project proposal by gathering all relevant information, identifying problems and propose potential solutions.</li> <li>• The Council closely works with district BoG and district line offices to monitor the monthly progress of the activities.</li> </ul>
Involvement of board of governors	<ul style="list-style-type: none"> <li>• Contacted and requested support from provincial administration, provincial LD and sometimes from Mol's department of functions.</li> <li>• Facilitated efforts from all line offices, communes, schools, markets and provincial departments. One deputy governor is appointed for project management.</li> <li>• Joined the working group at public events and campaigns in communes.</li> <li>• Requested and reviewed draft progress reports and discussed progress with the Council in monthly meetings.</li> </ul>
Involvement of AD and units of district administration	<ul style="list-style-type: none"> <li>• Supported both council and governors to facilitate with all line offices, communes, schools and markets.</li> </ul>

	<ul style="list-style-type: none"> <li>Assisted the working group in managing activities and preparing monthly reports for BoG and the council.</li> </ul>
Involvement of Line Units	Assisted district administration to run campaign and participated at public events to disseminate information about the specific services of their line offices to be provided by the OWSO.
Cooperation with citizens, civil society during activity	<ul style="list-style-type: none"> <li>Participated in consultations to identify problems and potential solutions.</li> <li>Attended campaigns and public events.</li> <li>Submitted their complaints to the Ombudsman Office when they were unsatisfied with services from the OWSO.</li> </ul>
Following of standards as mandated by line ministries	With support from Mol's department of functions, the instructions, guidelines and standards of materials for campaigns and public events was followed accordingly.
Amount of budget needed	Nonresponse
Source(s) of budget	a) Regular district budget – N/A
	b) DM investment fund – N/A
	c) Others <i>The project cost approximately US\$4,950 which was funded by EU DAR with a 10% contribution by district administration. The project funding was approved by the council. The project will end in May 2018.</i>
Decision on the provision of the budget by whom	DC approved all steps and documents of preparing proposal and the budget through the council meetings.
Coordination/steering of the activity by whom	a) AD or unit/staff of District Administration: <i>AD, OWSO, Office of inter-sectoral affairs, office of commune planning and support</i>
	b) Line unit at District <i>Office of education, environment, public works and industry supported the district administration in the organisation of an awareness campaign and public events</i>
Monitoring of implementation by whom and how	The Governor appointed a deputy governor to monitor the project in cooperation with the OWSO.
Number and type of beneficiaries	4 communes

Satisfactory solution of needs/problems	The project really responded to needs, as more and more citizens use the services of the OWSO. There is also positive feedback about the Office of Ombudsman from people who approached them.
Lessons learnt (council)	<ul style="list-style-type: none"> <li>• The Council and people interviewed, said that they will encourage citizens to approach the Office of Ombudsman to submit complaints if something irregular happens.</li> <li>• The district has planned approximately \$500 per year for the awareness campaign. They plan to fund this activity every year as part of the OWSO management.</li> <li>• External funding from EU DAR, and the establishment of a working group to mobilise human resources, has been part of the success story.</li> </ul>

### 3. OBSERVATIONS AND RECOMMENDATIONS

#### 3.1 Observations

3.1.1 During the last few years, the councils in all districts/municipalities have been involved in activities addressing the needs or problems of citizens beyond the standard administrative and social services delivered by the local administrations. However, in most cases they do not consider this as “exercising permissive functions” as they are either not aware of this term or they do not have a clear understanding of what permissive functions are.

3.1.2 The TD on “Permissive Functions for Sub-National Councils” is well known and partly followed, but usually only in those districts/municipalities where local advisors from the EU DAR Project have introduced it to the councils and administrations and usually in connection with their application for local subsidies from the EU DAR Project for the funding of such “permissive function” activities/projects.

At the other entities, which are not partner districts of the EU DAR Project or where such applications for local subsidies have not been made, **a number of councillors in the interviews claimed that they were not aware of the existence of the TD.**

3.1.3 In many of the cases mentioned in the interviews, where the needs or problems of citizens beyond the standard administrative and social services have been taken up and solved by the district/municipality administrations, the councils or individual councillors have only been involved in a rudimentary way e.g. being present when the problems were raised in meetings or referring the respective citizens/groups of citizens to the administration. In these cases, they have not been involved in the preparation, decision making, implementation nor monitoring of the respective activities. Therefore, such activities or even projects cannot be considered as an exercise of permissive functions by the sub-national councils.

3.1.4 From the interviews in the survey, it is clear that the councils in practically all reported “permissive function” activities involved the Governor or the BoG and the AD of the district/municipality administration. In most cases the “inter-sectoral office” has been involved also in coordinating or implementing the activity.

3.1.5 The line units, and in many cases also the provincial LD, connected to the sector in which the activity took place, has also been regularly informed and involved. They often played a decisive role in providing information on existing legislation or administrative guidelines related to the issue or directly provided support in the resolution of the problems. However, **at several SNAs the line units did not fully engage and cooperate with the district/municipality administration in implementing the general mandate projects.**



- 3.1.6 Councils are often hesitant to select and implement projects under their general mandate because they do not understand relevant regulations, and the procedures are complicated, particularly in the case of issuing a deika, setting fees for service charges, fining offenders and using budget.
- 3.1.7 In many cases district/municipality administrations do not have the sufficient budget or staff to carry out the projects which they would like to prioritise under their general mandate.
- 3.1.8 Whereas citizens or civil society actors tend to be involved in identifying problems or the need to address an issue, there were only a few cases where they are still involved in clarifying the details of the problem or preparing decisions and implementing plans. In most cases they were not involved in the latter stages of implementation or in the monitoring of the implementation and results.
- 3.1.9 Only in few cases, did the councils formally take responsibility in the decision making and coordination of the project implementation of the respective permissive function activity. In most cases, after being involved in raising the problems, the decision making, and coordination of project implementation was in the hands of the BoG (or at their request the AD). Typically, although not every time, little information was provided to the council.
- 3.1.10 The councils were normally not involved in monitoring the implementation of the activities and assessment of the results. In a few cases however, the sub-committee for women and children was part of the monitoring structure.
- 3.1.11 Whereas some small costs (drinks/snacks at working group meetings) was usually covered by the Governor, only in a few cases were the costs of the permissive function projects/activities covered by the regular budget of the respective districts/communes. In many cases they were funded, at least partly, by the EU DAR Project or other projects with the involvement of international or national partners, citizens or private businesses.
- 3.1.12 At many localities the councils are not aware that the law gives them the right to include at their own discretion (under the local development component) the costs of permissive function projects. This includes, even if not connected to investments, the social service costs in their regular unconditional funds.
- 3.1.13 In cases where the councils decided to include the costs of such “permissive function projects” in their annual budget, this was regularly rejected by the provincial departments of finance. This is contradictory to the budget autonomy of district/municipal councils as enshrined in different laws and legal regulations.

## 3.2 Recommendations

Based on observations during the interviews for the study, we would like to provide the following recommendations to NCDD-S regarding the future promotion of “permissive functions” by SNAs:

3.2.1 The term “permissive functions” is difficult to understand for members of sub-national councils and other stakeholders in SNA. We recommend considering using the term “general mandate” in the future, which is easier to understand and define in a simple way.

3.2.2 The NCDD-S should coordinate and cooperate with the Mol and Department of Training in order to mobilise, prepare and equip the provincial/district/municipal administration structures responsible for SNA capacity development (such as the provincial human resource management division and its subordinated offices, the personnel management office and the capacity development office) with sufficient budget.

The purpose should be to conduct promotional campaigns at the provincial, district and municipality levels in the near future on the broad and proactive use of the general mandate by the sub-national council and include involvement from all sub-national councils, the BG, ADs, and the directors of relevant line departments and units. This promotional campaign should make use of the new and simpler language and definition of the general mandate, as well as an amended version of the TD on the selection, management, arrangement and execution of projects and activities under the general mandate of sub-national councils.

3.2.3 Together with the amended version of the TD, the NCDD-S should provide printed copies and access to electronic files showing examples of the use of the general mandate by sub-national councils in a databank, to be created as a result of this study. This databank should be updated regularly with addition of new relevant examples of projects/activities under the general mandate of sub-national councils by the NCDD-S.

3.2.4 The NCDD-S should advise the BGs and ADs of sub-national governments to carefully respect the authority of the councils on taking final decisions in the implementation of projects and activities under their general mandate, and their right to be involved in monitoring the implementation of these projects and activities. This applies especially for projects and activities which require funds from the administrative budget for their implementation, or which are considered important for solving serious problems or addressing concerns of large parts of the population at their respective locality.

- 3.2.5 The NCDD-S should communicate with the highest decision makers at the Ministry of Economy and Finance (MEF) in order to initiate clear orders and guidelines to the directors of their provincial LD, to respect the authority of the councils to decide on the use of their unconditional funds and to include costs of the projects and activities under their general mandate in their annual budget.
- 3.2.6 The NCDD-S should arrange, in cooperation with the MEF, trainings for the members of sub-national councils on relevant budget laws and regulations, budget procedures, procurement rules and budget monitoring regarding the implementation of projects and activities under their general mandate.
- 3.2.7 NCDD-S should cooperate with relevant line ministries to issue regulations on areas such as setting fees for service charges, fining offenders and the management and consumption of funds raised from fines and penalties.

#### **4. DRAFT QUESTIONNAIRE FOR THE SURVEY ON PERMISSIVE FUNCTIONS IN THE BATTAMBANG AND KANDAL PARTNER AND COOPERATION DISTRICTS OF THE EU DAR PROJECT**

##### **Questions:**

1. Did the councillors of your district provide any new services or arrange new projects for the benefit of citizens in cooperation with the district or commune administrations from the beginning of 2017 until now?
2. What exactly were the new services or projects (in addition to the standard administrative and social services provided by the district/commune administrations) about?
3. Which problems or needs of citizens were/are addressed by these new services/projects?
4. From whom did the idea or request for these new services or projects originate?
5. In what form or on which occasion have these problems or needs been communicated to single councillors or the whole council?
6. How did the councillors or the Council initially react to these problems or needs communicated to them?
7. Was there a discussion in the Council on the question of what priority should be given to the resolution of these problems/needs in comparison to other issues? Which criteria were applied in prioritising decisions?
8. How did the councillors or the whole council work out a resolution for these problems/needs? Did they gather more information to verify the problems or understand the problems/needs? Have citizens been involved in this process of information gathering? If yes, how?
9. Did the councillors or citizens involved try to find out if similar problems/needs have been previously addressed at other localities outside their district?
10. Did the Council try to find out if there are existing valid national or provincial laws/regulations/policies on how to deal with/solve these problems/needs?
11. Did they communicate on this question with the district administration, province administration or one/several of the LD at province/district administration?
12. How did the District Council come to the conclusion that they have the authority to address/solve these problems/needs? And did they involve the District Governor and/or LD/units in charge of the policy fields related to the problems/needs in this decision (e.g. health, education, traffic, domestic violence, drugs...)?
13. When and how did they formally decide on the solution/services to resolve these problems/needs, and were the citizens who had expressed the need or initiated the request to solve the problem still involved in the decision making?

14. Which units or departments of the district or respective commune administrations have been/are involved in the resolution of the problems/provision of the new services? Who approached them; how was the decision taken on their involvement; how long did it take; and what role was played by the District Governor or the Board of Governors in the negotiations with line units/departments?
15. Did or does the solution of the problem or the new service or project to resolve the needs of citizens cost money? Where did these funds come from? Who decided to provide them?
16. Have the problems/needs now been resolved or is there a need to continue to offer the new services/the new projects in the future? For how long?
17. If the new services/projects do need funding and have to be continued in the future, did the Council decide or do they plan to include them in the regular budget of the district or respective commune?
18. Are citizens or groups of women, persons with disabilities and youth involved in the continuing project or delivery of new services? How are they involved? What did they contribute?
19. Is there any monitoring on the quality of the new services or the satisfaction of the citizens with the solution provided for the problem? Who performs the monitoring?
20. What major difficulties/obstacles were encountered during the whole process of finding solutions for problems/organising new services/projects? How was it possible to address and overcome these difficulties?
21. Do you think that this whole process for resolving a problem/responding to citizens' needs/providing a new service was successful and are citizens satisfied? Could this be a good example to be replicated in a similar way in other districts?

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Registered Offices  
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European Union Project for Decentralisation  
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Phnom Penh Office  
#164 A, Street 278,  
Sangkat Beoung Keng Kang I,  
Phnom Penh, Cambodia  
Phone: + 855 23 21 67 56

Battambang Office  
Battambang Provincial Hall  
Road No.1, in front of old bridge,  
Battambang, Cambodia  
Phone: + 855 53 731 262

Facebook: <https://www.facebook.com/eudarproject>  
Website: [www.giz.de](http://www.giz.de)  
[www.eeas.europa.eu/cambodia](http://www.eeas.europa.eu/cambodia)  
[www.bmz.de/en/index.html](http://www.bmz.de/en/index.html)

Responsible:

Ms. Maraile Goergen  
[maraile.goergen@giz.de](mailto:maraile.goergen@giz.de)

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