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# Performance Management System Survey Report

Survey conducted between February and April 2019  
by Mr Tep Kuntheara

Phnom Penh, 12 April 2019



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## Abbreviations

AD	Administrative Director
BoG	Board of Governors
EU	European Union
EU DAR	EU Project for Decentralisation and Administrative Reform
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
HR	Human Resource
JD	Job Description
LGAs	Local Governance Advisors (of EU DAR Project)
MCS	Ministry of Civil Service
MEF	Ministry of Economy and Finance
Mol	Ministry of Interior
NCDD	National Committee for Sub-National Democratic Development
NCDD-S	NCDD Secretariat
NP-SNDD	National Programme for Sub-National Democratic Development
OWSO/M	One Window Service Offices/Mechanisms
PAR	Public Administration Reform (of MCS)
Partner SNAs	Sub-National Administrations in EU DAR target Districts/Municipalities
PMS	Performance Management System (being initiated by MCS)
SNAs	Sub-National Administrations at District/Municipality level
ToR	Terms of Reference

## 1. Introduction

The EU Project for Decentralisation and Administrative Reform (EU DAR) was implemented in collaboration with the Secretariat of the National Committee for Sub-National Democratic Development (NCDD), the Ministry of Civil Service (MCS), the Ministry of Interior (MoI) and Partner Sub National Administrations (SNAs) in Battambang and Kandal provinces during 2016-2018.

This project aimed to improve basic service delivery of District/Municipal (DM) administrations through the provision of extensive capacity building support through tailor-made human resource instruments to the service delivery personnel of One Window Service Offices/Mechanisms (OWSO/M).

Based on previous baseline surveys, this survey was undertaken and the data analysed to verify and assess whether and to what extent these Performance Management System (PMS) and tools developed have had positive impacts on the capacity of service delivery personnel for effective service improvement.

## 2. Methodology

A participatory approach was applied for this survey and the following steps were taken:

**The first step** was to develop a research framework (questions) in consultation with the EU DAR team. The survey questions covered both indicators and other institutional and capacity development aspects of partner SNAs (see annexes 6.1, 6.2 and 6.3, for the research framework applied).

**The second step** was to conduct experiential learning on the research framework with a focus on questions and questioning skills. These 'learnings' were attended by all EU DAR Local Governance Advisors (LGAs) in both provinces, aiming to increase understanding of all LGAs on (i) the research questions, (ii) questioning skills and (iii) how to ensure completeness and comprehensiveness of the data record forms.

**The third step** was to collect data through key interviews and focus group discussions in the two PMS piloting district/municipalities namely the Battambang municipality and Mound Ruessei district in Battambang province as well as in the other partner SNAs in both Battambang and Kandal provinces. The consultant was responsible for collecting data from PMS piloting partner SNAs, while the LGAs were responsible for their respective target partner SNAs.

**The fourth step** was to review all data record forms received from LGAs, and to discuss preliminary observations from the field with EU DAR senior management.

**The fifth step** was to consolidate and analyse the qualitative and quantitative data and draft the report. The first draft report was discussed with EU DAR senior management on 2 April 2019.

**The sixth step** was to finalise the PMS survey report in English based on the feedback and comments from EU DAR and translate into Khmer using the agreed reporting structure.

## 2.1 Indicators Framework

For this survey, one outcome indicator and one output indicator were assessed:

Outcome Indicator	2018 Status
Within partner districts or municipalities where instruments for performance-oriented human resource management (e.g. attendance records, performance assessment, job descriptions (JD)) have been introduced, 50% of the personnel (males and females) providing services confirm that these instruments have improved their capacity.	1 instrument introduced in 11 partner SNAs and 1 additional instrument (JD) in 2 partner SNAs (no capacity change was measured)
Output Indicator	2018 Status
The percentage of service delivery personnel (male and female) in partner districts and municipalities, who received training on the utilisation of performance-oriented human resource instruments (such as JDs, performance appraisals) increases to 90 percent.	522 out of 605 personnel in 13 partner SNAs was trained (86%)

## 2.2 Actual People Met

Key respondents targeted and included in key interviews and focus groups discussions were:

1. OWSO staff (chief, deputy chief and staff - front and back office)
2. Administrative Directors (AD) and deputy AD
3. Members of the Board of Governors (BoG)
4. Administration and Finance office staff (chief, deputy chief and staff)
5. Education office staff (chief, deputy chief and staff)
6. Health office staff (chief, deputy chief and staff)
7. Two LGAs who are in charge of PMS piloted partner SNAs
8. Two senior officials of the Mol and MCS

Table below summarises the planned and actual numbers of respondents met.

Locations	Key Interview		Focus Group Discussion	
	Planned	Actual	Planned	Actual
<b>Battambang Province</b>				
1. Battambang Municipality	5	4	10	9
2. Sangkae	11	10	10	11
3. Moung Ruessei	5	4	10	9
4. Bavel	11	9	10	8
5. Thma Koul	11	10	10	8
6. Koas Krala	11	7	10	4
7. Banan	11	5	10	4

8. Rotonak Mondul	11	10	10	4
9. Samlout	11	10	10	4
10. Aek Phnum	11	9	10	11
<b>Total (Battambang)</b>	<b>98</b>	<b>78</b>	<b>100</b>	<b>72</b>
<b>Kandal Province</b>				
11. SaAng	11	8	10	10
12. Kien Svay	11	7	10	4
13. Luek Daek	11	7	10	6
<b>Total (Kandal)</b>	<b>33</b>	<b>22</b>	<b>30</b>	<b>20</b>
<b>Others: LGA, Mol, MCS</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>131</b>	<b>104</b>	<b>130</b>	<b>92</b>

## 2.3 Coordination

The consultant worked closely with EU DAR management, advisors and provincial teams involved with the assignment in order to be consistent with the baseline survey. This included developing/adapting the research framework/questions, data review and write-up of the survey report. The assignment work plan/ schedule implemented is provided in annexe 6.4.

## 2.4 Limitations

The following challenges were identified:

- There were some challenges in the scheduling of field data collection.
- On a number of occasions, key representatives of local authorities were not available as planned.
- The consultant did not interview provincial authorities and concerned provincial line departments which were/are also involved in the strengthening of partner SNAs for service delivery.
- The consultant only met with supervisors and staffs of OWSOs in 2 partner SNAs in the Battambang province.

### 3. Progress update against Project Indicators

<b>Definition of "personnel"</b>	This includes (all) staff and supervisors from BoG, AD, Administration and Finance office, Education and Health line offices, and OWSO chiefs and staff (in front and back offices but excluding the Ombudsman). If possible, differentiate between male and female personnel.
<b>Definition of "received training"</b>	All trainings and information dissemination workshops are included, as these should contained at least one session on instruments such as JD development or performance appraisals. Informal trainings (where one person receives the training and then provides the information to his/her staff) are also included.
<b>Definition of "instruments"</b>	For example: 1. Annual work plan of ministries/institutions 2. Annual work plan of departments/units 3. Job/Position Description 4. Terms of Reference (ToR) 5. Attendance Control 6. Performance Report and Review 7. Performance Evaluation

#### 3.1 Output Assessment

Indicator	2018 Status	2019 Status
The percentage of service delivery personnel (male and female) in partner districts and municipalities, who received training on the utilisation of performance-oriented human resource instruments (such as JDs, performance appraisals) increases to 90 percent.	522 personnel of 605 personnel trained (86%)	589 personnel of 640 personnel trained (92%)

During the lifespan of the EU DAR project, significant progress has been made in terms of training and coaching to service delivery personnel in the 13 partner SNAs.

As of June 2018, the results showed that 522 out of 605 personnel targeted were trained (86%) leaving 83 personnel untrained. As of March 2019, the total assigned personnel in the 13 partner SNAs have increased from 605 to 640, adding 35 newly recruited staff. Based on a review of the training records for the period of July 2018-March 2019, an additional 67 (existing and new) staff were trained on PMS tools, leaving 51 of the 640 assigned personnel untrained by the end of EU DAR operation in April 2019.

In conclusion, 589 out of 640 personnel across 13 partner SNAs received training, equivalent to 92%, which is above the target of 90%.



### 3.2 Outcome Assessment (Success Indicator)

Indicator	2018 Status	2019 Status
Within partner districts or municipalities where instruments for performance-oriented human resource management (e.g. attendance records, performance assessment, JDs) have been introduced, 50% of the personnel (male and female) providing services confirm that these instruments have improved their capacity.	1 instrument introduced 11 partner SNAs and 1 more instrument (JD) in 2 partner SNAs (no capacity change was measured)	65% (20/31) of staff in the Battambang municipality and MOUNG RUESSAI district confirmed use of 7 PMS tools with capacity changes. 8 out of 20 staff consulted were female, equal to 26%

Under the new policy initiatives being developed jointly by the MCS, Mol and the NCDD-Secretariat (with technical support from EU DAR), both the Battambang municipality and MOUNG RUESSAI district in the Battambang province have been selected for piloting PMS in OWSOs among 13 partner SNAs (or out of 52 OWSOs in the country). The pilot aims to improve the capacity of the OWSO personnel who are the frontline staff delivering administrative services to citizens.

Based on consultations with 20 out of 31 staff (12 female) at OWSOs in the Battambang municipality and MOUNG RUESSAI district, results show that 65% of service delivery personnel in both partner SNAs have improved their capacity considerably. Respondents noted that a lack of good understanding on individual roles compared to the district/municipal service delivery framework and overlapping issue between PMS and the existing mechanisms of OWSOs remains their key concerns. It is clear from the 8 female staff out of 20 staffs consulted, accounting for 26% of total staffs in both partner SNAs, that the tools are useful once they were trained to use them, and they were in use for almost one year in 2018.

They commented that there are (as yet) only a few tools available, namely (1) Annual Work Plan, (2) JDs, (3) Individual Work Plans and (4) the ToR, and they have been extremely important since being introduced and applied from July 2018. They called these tools a “wake-up-call” for them, from doing business as usual to moving towards more “customer-oriented” jobs.

Moreover, all respondents raised that the PMS concept and tools (except attendance forms) are new and challenging for them, in terms of their introduction and application because they still have limited understanding, and a lack of time since introduction due to limited available staff. For example, the annual work plans of OWSOs are prepared without budgets, which can interrupt the capacity building of the staff to better deliver services to citizens.

More importantly, all respondents believed that there is a need for more front office staff, further training, coaching and mentoring needed for addressing the increasing needs of people in the areas of agriculture, land, tourism and small business needs. The majority of them are willing to

apply the PMS tools across their entire partner SNAs to reduce conflicting priorities and avoiding any conflicts of interest which result from the sharing of cash rewards<sup>1</sup> every three months.

It should be noted that the OWSO in the Battambang municipality was established in 2005 with a total of 19 staff (female: 9). 7 out of the 19 staff confirmed that they were trained in 2018 twice on the PMS concept and tools. However, application of the tools remains limited as staff are being challenged by high demand for services by the public. It was observed that senior management appears reluctant to use the PMS tools, considering it extra work for their staff although they acknowledged that the PMS is useful.

The OWSO in MOUNG RUESSAI was newly established early in 2017 with a total of 12 staffs (female: 3). This district has similar characteristics to Battambang Municipality in terms of being urbanised with growing economic potential. The three female leaders included the deputy district governor in charge of OWSO, the chief and vice chief of the OWSO who are considered proactive and enthusiastic following their promotions just before the establishment of the OWSO. During interviews and consultations with district staff, everyone expressed that all PMS tools are very important and are being implemented, although they are often occupied by their daily work load. All supervisors including the Director of Administration and all 12 OWSO staff were trained and attended internal knowledge sharing events facilitated by the EU DAR LGA.

For the MOUNG RUESSAI district, personnel suggested that the pilot period was too short in duration, while their staff (in particular in the front office staff) were few in number and had limited time to take up the PMS tools. In terms of impact, there have been significant changes in behaviour, relationships and good practices due to the EU DAR capacity building efforts. However, staff acknowledged that the degree of PMS training so far remains limited, but they can do more internal training using their 30% of total income from service delivery fees. They expect that this pilot will be scaled-up for the rest of the district administration.

### 3.3 Plausibility Check of the Survey Result

The consultant met with critical people during the assignment, in terms of responsible officials from MCS, MoI and the NCDD involved with developing and applying the PMS policy initiative, as well as two EU DAR LGAs who were in charge of and led the PMS piloting in both partner SNAs. These consultations were aimed at increasing the consultant's insights and understanding in validating the reliability of findings from surveys, and whether they were representative/truthful or not.

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<sup>1</sup> Service income earned by OWSOs are shared between OWSO staff and other offices of the partner SNAs. However, sharing of such income as a performance bonus is done based on performance evaluations using the tool introduced by OWSO technical guidelines. Staff who the consultant met suggested that PMS performance evaluation tool should be applied for staff bonuses as well as staff promotions.

All respondents confirmed that the PMS is a good initiative for the management teams of the OWSOs. For many years the OWSOs were limited and hindered by a combination of a lack of: service strategies; budget; and (limited) technical support for strengthening staff performance. This initiative has been piloted for a short period of time and in only two out of 52 OWSOs across the country. The PMS initiative impact(s), expansion and adoption of its tools will be challenging without the continued support of the EU DAR project or the like. Additional feedback from these consultations included:

- The PMS is still new. Transforming this from a concept into implementation would require the PMS concept and tools to be officially integrated into government systems with extensive training for service delivery personnel supported by coaching and mentoring. The PMS should be implemented, and now is the right time to put it into practice for improving the quality of our SNA personnel. With just one year of piloting we have identified some problems which we need to better address.
- SNA staff still do not have a good understanding of the importance and value of the PMS. Thus, they are reluctant to apply fully as some think it is simply additional work.
- There is no overarching Inter-Ministerial Prakas for all OWSO services to enable applying the PMS officially. Instead, there is only an agreement between the EU DAR, MoI and MCS.
- A cash bonus is seen as important to promote staff performance. However, the PMS staff performance evaluation tools have not been used in allocating staff bonuses or justifying promotions.
- Some local leaders do not consider OWSOs to be part of the partner SNAs because OWSOs have generally been guided by concerned national ministries.
- Key priorities in the annual work plans for OWSOs are currently not integrated into the budget lines of the partner SNAs' annual budget plans.

As a long-term goal, the PMS aims to increase staff performance and commitment through enhancing staff salaries incrementally based on and using the merit findings of the PMS tools. However, partner SNAs currently cannot apply all these tools effectively because some ministries and SNAs are not very familiar or confident in applying the concepts and associated tools. The MCS has good intentions to work with the MoI and Ministry of Economy and Finance (MEF) to build the PMS into a comprehensive merit-based performance system in order to better accommodate and align with fiscal decentralisation. PMS will be extremely important for partner SNAs if and when further functions and resources are transferred to SNAs for provision of more services to citizens. Therefore, a comprehensive merit-based performance system is a must for strengthening performance in light of more functions and stronger mandate.

## 4. Discussions of the Results

During the survey, the consultant noted that supervisors<sup>2</sup> and staff of OWSO front and back offices still had difficulties in fully applying the PMS tools due to a continued lack of knowledge, limited training, and absent documentation of good practices. Further, many district and municipal stakeholders involved do not appear to have grasped the possible outcome(s) of the PMS and its integration into the existing OWSO mechanisms for partner SNAs during the life of the EU DAR project.

In addition, many of them are not exposed to knowledge sharing platforms. Mounq Ruessei district was seen as good example for promoting PMS due to its young (female) leadership. They are better able to develop work plans, JDs, and ToR, as well as undertaking staff reviews, including staff performance interview and providing time for staff feedback in a participatory manner. Equally important, they were also able to establish a good relationship and mutual support due to the limited number of staff at the OWSO front desk.

As for other successes, many have been mentioned in previous and current survey reports but are worth repeating here. The key successes from the EU DAR Project include:

- 1) Development of human resources for serviced-oriented delivery, which is a holistic approach to be further implemented through future support,
- 2) Establishment of key relationships between sub-national administrations and national ministries involved in the democratic development reforms, and
- 3) Improved cooperation and communication between OWSO/M with other offices of partner SNAs, as well as the BoG and Local Councils on issues related to HR development, staff incentives and their promotion.

These relationships are seen as a key output and impact, not only for the OWSOs but all partner SNAs. As an example of individual change, some of front office staff consulted were previously asked to do multiple tasks without guidance. Now they have become more knowledgeable and productive in serving people because they know how to engage in talks with supervisors on the challenges they are encountering. As such, their knowledge, positive attitude, and practices will continue to benefit people and they will be encouraged to become role models for upfront service delivery personnel.

Another challenge identified was the problem of the lack of an Inter-Ministerial Prakas to officially articulate PMS guidance and requirements. MCS sees the need to pilot all these HR instruments in the Public Administration Reform Secretariat and through the Royal School of Administration in order to explore and find out the effectiveness of the tools. MCS policy makers will use the lessons learnt from this pilot to further consult with key ministries, in particular the MEF, for

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<sup>2</sup> District/Municipal Governor, Deputy Governor, Director of Administration, Chief and vice chief of OWSOs

integrating merit-based incentives into the PMS and also identify how to best implement further at both national and sub-national administration.

The consultant also noted that the project was encumbered with a number of technical challenges:

- It was late in getting the PMS implemented and also due to the overlap with existing for OWSO/M.
- The project failed to pilot the PMS across offices of other partner SNAs. This caused some conflicts of interests due to misunderstandings of the parallel systems – the PMS and the OWSM.
- The project should continue to build in-house capacities of partner SNAs, in particular of deputy district/municipal governors in charge of service delivery and chief and vice chief of OWSOs. This capacity development should include opportunities for practical learning through exchange visits, coaching and peer learning.
- Important to be inclusive of local leaders and governments to develop a good understanding and appreciate the core values of the PMS and have the motivation and mindset to bring it forward for the improvement of services in the long run

## 5. Conclusions

The EU DAR project, with support from MCS, Mol and the NCDD-Secretariat and its partners in the partner SNAs, has been working to shape its capacity building component focused on district and municipal personnel as a pre-requisite for improving service delivery to citizens. The capacity building approach applied was very responsive and relevant to the general mandate of the partner SNAs.

As noted in the progress update against project indicators, the EU DAR has performed quite well in terms of the outcome indicator with an achievement rate at 65%, which was above the 50% target by the end of the project. This was ranked high by the majority of stakeholders for strong partnership and improvement in relationships across all partner SNAs and national ministries such as the MCS, Mol and the NCDD-Secretariat.

More importantly, the project has performed impressively in terms of the output indicator with an achievement of 92%, which was above the intended target of 90% by the end of project. EU DAR had sufficient resources and technical support to deliver what it planned and to partner with partner SNAs. However, via consultation, the partner SNAs acknowledged that the degree of application of HR instruments was limited as they expect and require support to make further progress.

Regarding the plausibility check of the survey results, the PMS concept and tools are considered by stakeholders as important and useful, but more time and resources are needed to integrate and establish the PMS concept and tools further. There is a strong need for MCS and supporting institutions to officially communicate and apply the PMS across the rest of partner SNAs rather than just the OWSOs. To be more effective, the OWSOs and other offices in the partner SNAs need to be allocated sufficient resources and have access to bonuses/incentive schemes and staff to complement the PMS training, coaching and mentoring in a sustainable manner.

## 6. Annexes

### 6.1 Key Interview Questions

#### Performance Management System Survey

##### ការចាប់ផ្តើម:

<p>ជាដំបូង ខ្ញុំសូមថ្លែងអំណរគុណចំពោះលោក/លោកស្រី ដែលបានចំណាយពេលវេលាក្នុងការជួបជាមួយយើងខ្ញុំនាពេលនេះ។ កម្មវិធីកំណែទម្រង់វិមជ្ឈការ និងរដ្ឋបាល គាំទ្រដោយសហភាពអឺរ៉ុប ហៅកាត់ថា EU DAR បានរៀបចំការសិក្សាស្រាវជ្រាវនេះឡើង ក្នុងគោលបំណងបង្កើនប្រមាណអំពីការបណ្តុះបណ្តាល និងការប្រើប្រាស់ឧបករណ៍ទាំងឡាយទាក់ទងទៅនឹងការអភិវឌ្ឍ និងគ្រប់គ្រងធនធានមនុស្ស ដែលជាគោលនយោបាយជាតិ សំដៅពង្រឹងសមត្ថភាពមន្ត្រីរដ្ឋបាលថ្នាក់ក្រោមជាតិ ជាពិសេស ក្រុង ស្រុក ក្នុងការផ្តល់សេវាជូនប្រជាពលរដ្ឋដែលចេះតែកើនឡើងពីមួយថ្ងៃទៅមួយថ្ងៃឱ្យមានប្រសិទ្ធិភាព។ ក្នុងន័យនេះ EU DAR បានជ្រើសរើសអ្នកជំនាញការមកជួយសិក្សា និងផ្តល់យោបល់ឯករាជ្យអំពីវិធានការ បញ្ហាប្រឈម និងលើកជាអនុសាសន៍សមស្រប ដើម្បីបន្តពង្រឹងប្រព័ន្ធគ្រប់គ្រងគុណផលក្នុងរដ្ឋបាលក្រុង ស្រុក ច្រកចេញចូលកែមួយ។</p> <p>កិច្ចសម្ភាសន៍ពេលនេះ អាចនឹងមានរយៈពេល៤៥នាទី។ យើងនឹងធ្វើការសួរដំណូរទាក់ទងទៅនឹងគោលបំណងខាងលើនេះ។ ចម្លើយរបស់លោក លោកស្រីមានអត្ថប្រយោជន៍ខ្លាំងណាស់ សម្រាប់ការសិក្សានេះ។ សូមបញ្ជាក់ថា ការចូលរួមរបស់លោក លោកស្រី គឺអាស្រ័យលើគោលការណ៍ស្ម័គ្រចិត្ត។ អាស្រ័យហេតុនេះ សូមលោក លោកស្រីមេត្តាផ្តល់ចម្លើយដោយស្មោះត្រង់ និងជាក់ស្តែង។ ក្នុងករណីមិនយល់នូវសំណួរដែលយើងខ្ញុំបានសួរ សូមលោក លោកស្រីមេត្តាសួរត្រលប់វិញ ដើម្បីយើងខ្ញុំស្រាយបំភ្លឺជូន។ តើខ្ញុំអាចចាប់ផ្តើមសួរសំណួរបានហើយឬនៅ?</p>	
<p><b>General questions - Filled by the interviewer</b></p>	
1. Location ទីកន្លែង	1.1. District or Municipality (ស្រុក ឬក្រុង):
2. Interview:	2.1. Interviewer (ឈ្មោះអ្នកសម្ភាស):
	2.2. Date and time (កាលបរិច្ឆេទ និងពេលវេលា):
	2.3. Comments (មតិយោបល់ផ្សេងៗ):
3. About the respondent (អំពីអ្នកផ្តល់ចម្លើយ)	3.1. Name and Position (ឈ្មោះនិងតួនាទី):
	3.2. Sex:
	3.3. Contact (phone number):
<p><b>Outcome (success) Indicator: Within partner districts or municipalities where instruments for performance-oriented human resource management (e.g. attendance records, performance assessment, job description) have been introduced, 50% of the personnel (males and females) providing services confirm that these instruments have improved their capacity.</b></p>	

**Key Note:** the percentage in capacity improvement will be calculated based on total number of respondents confirmed their improved capacity against total respondents (11persons x 13 Partner SNAs).

**Q#1. How long has you been in your current position? Does your DM SNA have “HR Management Plan? If yes, when was it developed? Is it consistent to national HR Development Policy?**

សំណួរទី១: តើលោក លោកស្រីបានបំពេញតួនាទីបច្ចុប្បន្ននេះ អស់រយៈពេលយូរប៉ុណ្ណាហើយ? តើរដ្ឋបាលស្រុក / ក្រុង មានផែនការអភិវឌ្ឍធនធានមនុស្សដែរឬទេ? បើមាន តើផែនការនោះត្រូវបានរៀបចំចាប់តាំងពីពេលណាមក?

Response (ចម្លើយ): xxx

Observation(ការអង្កេត): xxx

#### FOR OLD DISTRICTS

**Q#2. What support and trainings related HR management have you received from May 2016 to this present?**

សំណួរទី២: តើលោក លោកស្រីទទួលបានការគាំទ្រ និងវគ្គបណ្តុះបណ្តាលអ្វីខ្លះទាក់ទងនឹងការអភិវឌ្ឍន៍ និងគ្រប់គ្រងធនធានមនុស្ស ក្នុងរយៈពេលចាប់តាំងពីខែឧសភា ឆ្នាំ២០១៦ រហូតមកដល់បច្ចុប្បន្ន?

#### FOR NEW DISTRICTS

**Q#2. What support and trainings related HR management have you received from July 2017 to this present?**

សំណួរទី២: តើលោក លោកស្រីទទួលបានការគាំទ្រ និងវគ្គបណ្តុះបណ្តាលអ្វីខ្លះទាក់ទងនឹងការអភិវឌ្ឍន៍ និងគ្រប់គ្រងធនធានមនុស្ស ក្នុងរយៈពេលចាប់តាំងពីខែកក្កដា ឆ្នាំ២០១៧ រហូតមកដល់បច្ចុប្បន្ន?

If yes បើមាន	How many trainings? តើមានប៉ុន្មានវគ្គ?	What are the training topics? តើផ្នែកលើប្រធានបទអ្វីខ្លះ?
		<input type="checkbox"/> Institution Annual Work Plan ផែនការការងារប្រចាំឆ្នាំរបស់ស្ថាប័ន <input type="checkbox"/> Department/Unit Annual Work Plan ផែនការការងារប្រចាំឆ្នាំរបស់អង្គភាព <input type="checkbox"/> Job Description ការពិពណ៌នាមុខតំណែង <input type="checkbox"/> Terms of Reference លក្ខខណ្ឌការងារ <input type="checkbox"/> Attendance Control ការគ្រប់គ្រងវគ្គមាន <input type="checkbox"/> Performance Report/Review របាយការណ៍លទ្ធផល និងការត្រួតពិនិត្យឡើងវិញ <input type="checkbox"/> Performance Evaluation វាយតម្លៃគុណផល <input type="checkbox"/> Other relevant training វគ្គបណ្តុះបណ្តាលផ្សេងៗ : ..... .....
If no បើគ្មាន	Why not? ហេតុអ្វី? ..... .....	When such trainings will be provided? តើពេលណាវគ្គបណ្តុះបណ្តាលទាំងនេះអាចនឹងត្រូវបានរៀបចំ? .....



<b>Q#3. Of the above mentioned, what HR instruments have been used in your D/M? Since when?</b> សំណួរទី៣៖ ដូចដែលបានពិភាក្សាមុននេះបន្តិច តើឧបករណ៍អ្វីខ្លះដែលរដ្ឋបាលស្រុក / ក្រុង បានប្រើប្រាស់? ប្រើប្រាស់ចាប់តាំងពីពេលណាមក?					
<b>Response (ចម្លើយ):</b> xxx					
<b>Q#4. Are the HR tools (used) useful for improving your capacity and work performance?</b> សំណួរទី៤៖ តើឧបករណ៍ទាំងនោះ (ដែលបានប្រើប្រាស់) មានសារៈប្រយោជន៍ដែរឬទេ ក្នុងការបង្កើនសមត្ថភាព និងការបំពេញមុខងាររបស់លោក លោកស្រី?					
➤ if No បើគ្មាន <input type="checkbox"/>		Please explain សូមពន្យល់: _____ _____			
➤ if Yes បើមាន <input type="checkbox"/>		How has your performance changed? Please explain: តើការបំពេញការងាររបស់លោក លោកស្រីមានការប្រែប្រួលដោយរបៀបណា? សូមពន្យល់៖ _____			
Please rate the level of your capacity improvement after the trainings សូមមេត្តាវាយតម្លៃកម្រិតនៃការប្រែប្រួលផ្នែកសមត្ថភាពរបស់លោក ស្រី					
<b>HR Tools</b> ឧបករណ៍អភិវឌ្ឍជនធនមនុស្ស ផែនការការងារប្រចាំឆ្នាំរបស់ស្ថាប័ន ផែនការការងារប្រចាំឆ្នាំរបស់អង្គភាព ការពិពណ៌នាមុខតំណែង លក្ខខណ្ឌការងារ កិច្ចព្រមព្រៀងស្តីពីលទ្ធផលការងារ ការគ្រប់គ្រងវត្តមាន របាយការណ៍លទ្ធផល និងការត្រួតពិនិត្យឡើងវិញ វាយតម្លៃគុណផល វគ្គបណ្តុះបណ្តាលផ្សេងៗ :	<b>Very low</b> ទាបខ្លាំង	<b>Low</b> ទាប	<b>Medium</b> មធ្យម	<b>High</b> ខ្ពស់	<b>Very High</b> ខ្ពស់ណាស់
<input type="checkbox"/>					
<input type="checkbox"/>					
<input type="checkbox"/>					
<input type="checkbox"/>					
<input type="checkbox"/>					
<input type="checkbox"/>					
<input type="checkbox"/>					
<input type="checkbox"/>					
<input type="checkbox"/>					
<input type="checkbox"/>					
<b>Q#5. We assume that training is not the only method to improve staff capacity, therefore, what kinds of support do you need to effectively improve your capacity for better delivery of services?</b>					

សំណួរទី៥: យើងសន្មតថា វគ្គបណ្តុះបណ្តាល មិនមែនជាវិធីសាស្ត្រតែមួយគត់ក្នុងការអភិវឌ្ឍសមត្ថភាពរបស់មន្ត្រី។ ហេតុនេះ តើលោក លោកស្រីត្រូវការការគាំទ្រអ្វីខ្លះទៀត ដើម្បីធ្វើឱ្យការបំពេញមុខងារកាន់តែមានប្រសិទ្ធភាព ក្នុងការផ្តល់សេវាជូនប្រជាពលរដ្ឋ?

*For example, building the diversity in workplace or creating enabling environment that enable staffs to work productively etc.* ឧទាហរណ៍ ការបង្កបរិយាកាសអំណោយផលនៅកន្លែងធ្វើការ ឬ ការបង្កើតឱ្យមានរបៀបធ្វើការមានលក្ខណៈចម្រុះ ទៅតាមមុខងារ បទពិសោធន៍ និងចំណេះដឹង ។ល។

**Response** (ចម្លើយ): xxx

**Observation** (ការអង្កេត): xxx

**Output Indicator (A1):** The percentage of service delivery personnel (male and female) in partner districts who received training on the utilization of performance-oriented human resource instruments (such as performance appraisals) increases to 90 percent.

**Key Note:** it is expected that; based on the desk review undertaken by LGAs; the following data are provided by LGAs before the field works being conducted:

1. Total number of male and female staffs of D/M offices and staffs of OWSO (for D/M with OWSO)
2. Number of male and female staffs of each D/M received relevant HR instruments trainings, experience sharing events and/or orientations

Supporting documents such as training plans, training records or other reports during July 2018 to this present is required.

**Q#6. As mentioned in question #2, to what extent have you been able to better apply those HR tools in your day to day works? Please rate**

សំណួរទី៦: ដូចដែលបានលើកឡើងក្នុងសំណួរទី២ខាងលើ តើលោក លោកស្រីបានអាចយកឧបករណ៍ទាំងនោះ ទៅអនុវត្តក្នុងការងារប្រចាំថ្ងៃដល់កម្រិតណា?

<b>HR Tools</b> ឧបករណ៍អភិវឌ្ឍធនធានមនុស្ស	<b>Never</b> មិនដែលសោះ	<b>Rare</b> កម្រ	<b>Sometime</b> ម្តងម្កាល	<b>Often</b> ញឹកញាប់	<b>Always</b> ជានិច្ច
<input type="checkbox"/> Institution Annual Work Plan ផែនការការងារប្រចាំឆ្នាំរបស់ស្ថាប័ន					
<input type="checkbox"/> Department/Unit Annual Work Plan ផែនការការងារប្រចាំឆ្នាំរបស់អង្គភាព					
<input type="checkbox"/> Job Description ការពិពណ៌នាមុខតំណែង					
<input type="checkbox"/> Terms of Reference លក្ខខណ្ឌការងារ					
<input type="checkbox"/> Performance Agreement កិច្ចព្រមព្រៀងស្តីពីលទ្ធផលការងារ					
<input type="checkbox"/> Attendance Control ការគ្រប់គ្រងវត្តមាន					
<input type="checkbox"/> Performance Report/Review របាយការណ៍លទ្ធផល និងការត្រួតពិនិត្យឡើងវិញ					
<input type="checkbox"/> Performance Evaluation វាយតម្លៃគុណផល					

<input type="checkbox"/> Other relevant training វគ្គបណ្តុះបណ្តាលផ្សេងៗ :	
<b>Q#7. The application of those tools will ultimately lead to improvement of service delivery? How?</b> សំណួរទី៧៖ តើការប្រើប្រាស់ឧបករណ៍ទាំងនោះ នឹងជួយការលំអការផ្តល់សេវាឱ្យកាន់តែប្រសើរជាងមុនទេ? ដោយរៀបរាប់?	
Response (ចម្លើយ): xxx	
<b>Q#8. Did you recognize an increased demand for services?</b> សំណួរទី៨៖ តើលោក លោកស្រីមានកត់សម្គាល់ថា មានតម្រូវការសេវាពីប្រជាពលរដ្ឋកាន់តែច្រើនជាងមុនឬយ៉ាងណា?	
Response (ចម្លើយ): xxx	
<b>Q#9. What difficulty do you have in managing your staff performance?</b> សំណួរទី៩៖ តើលោក លោកស្រីជួបប្រទះការលំបាកអ្វីខ្លះ ក្នុងការគ្រប់គ្រងការបំពេញការងាររបស់មន្ត្រី?	
Response (ចម្លើយ): xxx Observation (ការអង្កេត): xxx	
<b>Q#10. What would you need to help you manage your staff better?</b> សំណួរទី១០៖ តើលោក លោកស្រីមានតម្រូវអ្វីបន្ថែមទៀត ដើម្បីជួយក្នុងការគ្រប់គ្រងមន្ត្រីបានប្រសើរជាងមុន?	
Response (ចម្លើយ): xxx Observation (ការអង្កេត): xxx	
<b>Q#11. What suggestions would you make for improving the capabilities of staffs of DM SNAs and OWSOs for better and timely response to the public? Please think about yourself, your office, your supervisors and EU DAR/GIZ for continual improvement in the next few years</b> សំណួរទី១១៖ តើលោក លោកស្រីមានសំណូមពរអ្វីខ្លះ ដើម្បីកែលំអសមត្ថភាពរបស់មន្ត្រីរដ្ឋបាលស្រុក ការិយាល័យច្រក ក៏ដូចជាមន្ត្រី ក្នុងការឆ្លើយតបទៅនឹងតម្រូវសេវារបស់ប្រជាពលរដ្ឋបានល្អប្រសើរ និងមានប្រសិទ្ធភាពជាងមុន? សូមមេត្តា លើកឡើងនូវដំណោះស្រាយផ្សេងៗដែលអាចធ្វើទៅបានដោយខ្លួនឯង ប្រធាន ថ្នាក់ដឹកនាំ ឬក៏កម្មវិធី EU DAR/GIZ ក្នុងការកែលំអជាបន្តសម្រាប់ប៉ុន្មានឆ្នាំខាងមុខទៀត។	
<b>Points of Actions</b> សំណើវិធានការណ៍ផ្សេង	<b>Who is responsible</b> អ្នកពាក់ព័ន្ធក្នុងការចូលរួមដោះស្រាយ

Observation (ការអង្កេត): xxx	

សេចក្តីបញ្ចប់៖

ជាថ្មីម្តងទៀត ខ្ញុំថ្លែងអំណរគុណយ៉ាងជ្រាលជ្រៅចំពោះពេលវេលា និងការផ្តល់យោបល់ខាងលើនេះ។  
 យើងខ្ញុំសូមជានា មតិយោបល់របស់លោក លោកស្រីនឹងត្រូវបានរំលេចនៅក្នុងរបាយការណ៍អង្កេតនេះ។  
 យើងសង្ឃឹមថា នឹងផ្ញើរបាយការណ៍អង្កេតចុងក្រោយជាភាសាខ្មែរជូនលោក លោកស្រីជាក់ជាមិនខាន។  
 សូមអរគុណ

## 6.2 Focus Group Discussion Questions

### Performance Management System Survey

<b>ការចាប់ផ្តើម៖</b>	
<p>ជាដំបូង ខ្ញុំសូមថ្លែងអំណរគុណចំពោះលោក/លោកស្រីដែលបានចំណាយពេលវេលាក្នុងការជួបជាមួយយើងខ្ញុំនាពេលនេះ។ កម្មវិធីកំណែទម្រង់វិបល្លាស និងរដ្ឋបាលគាំទ្រដោយសហគមន៍អឺរ៉ុប ហៅកាត់ថា EU DAR បានរៀបចំការសិក្សាស្រាវជ្រាវនេះឡើងក្នុងគោលបំណងប្រមាណអំពីការបណ្តុះបណ្តាល និងការប្រើប្រាស់ឧបករណ៍ទាំងឡាយទាក់ទងទៅនឹងការអភិវឌ្ឍ និងគ្រប់គ្រងធនធានមនុស្សដែលជាគោលនយោបាយជាតិ សំដៅពង្រឹងសមត្ថភាពមន្ត្រីរដ្ឋបាលថ្នាក់ក្រោមជាតិ ជាពិសេស ក្រុង ស្រុក ក្នុងការផ្តល់សេវាជូនប្រជាពលរដ្ឋដែលចេះតែកើនឡើងពីមួយថ្ងៃទៅមួយថ្ងៃឱ្យមានប្រសិទ្ធភាព។ ក្នុងន័យនេះ EU DAR បានជ្រើសរើសអ្នកជំនាញការមកជួយសិក្សា និងផ្តល់យោបល់ឯករាជ្យអំពីវឌ្ឍនភាព បញ្ហាប្រឈម និងលើកជាអនុសាសន៍សមស្រប ដើម្បីបន្តពង្រឹងប្រព័ន្ធគ្រប់គ្រងគុណផលក្នុងរដ្ឋបាលក្រុង ស្រុក ច្រកចេញចូលតែមួយ។</p> <p>កិច្ចសម្ភាសន៍ពេលនេះ អាចនឹងមានរយៈពេល៤៥នាទី។ យើងនឹងធ្វើការសួរសំណួរទាក់ទងទៅនឹងគោលបំណងខាងលើនេះ។ ចម្លើយរបស់លោក លោកស្រីមានអត្ថប្រយោជន៍ខ្លាំងណាស់ សម្រាប់ការសិក្សានេះ។ សូមបញ្ជាក់ថា ការចូលរួមរបស់លោក លោកស្រីគឺអាស្រ័យលើគោលការណ៍ស្ម័គ្រចិត្ត។ អាស្រ័យហេតុនេះ សូមលោក លោកស្រីមេត្តាផ្តល់ចម្លើយដោយស្មោះត្រង់ និងជាក់ស្តែង។ ក្នុងករណីមិនយល់នូវសំណួរដែលយើងខ្ញុំបានសួរ សូមលោក លោកស្រីមេត្តាសួរត្រលប់វិញ ដើម្បីយើងខ្ញុំស្រាយបំភ្លឺជូន។ តើខ្ញុំអាចចាប់ផ្តើមសួរសំណួរបានហើយឬនៅ?</p>	
<b>General questions - Filled by the interviewer</b>	
1. Location (ទីកន្លែង)	1.1. District or Municipality (ស្រុក ឬក្រុង):
2. Interview:	2.1. Interviewer (ឈ្មោះអ្នកសម្ភាស):

	2.2. Date and time (កាលបរិច្ឆេទ និងពេលវេលា):
	2.3. Comments (មតិយោបល់ផ្សេងៗ):
3. About the respondent (អំពីអ្នកផ្តល់ចម្លើយ):	3.1. Name, Positions and Contacts (ឈ្មោះ តួនាទី លេខទូរស័ព្ទ):  Respondent (R1): Mrs. Rithy, deputy governor, 0121131415  Respondent (R2): Mr. Boribo Office in charge of procurement, 089121314  .....  Respondent (R10): Ms. Sopheap, OWSO's front desk for info, 016161719
<b>FOR OLD DISRICTS</b>  <b>Q#1. (output level) What is meant by HR tools? Have you received HR management instruments training for the period of May 2016 to now? How many times?</b>  សំណួរទី១: តើដូចម្តេចទៅដែលហៅថា ឧបករណ៍គ្រប់គ្រងធនធានមនុស្ស? តើលោក លោកស្រីណាខ្លះបានទទួលវគ្គបណ្តុះបណ្តាលអំពីឧបករណ៍ទាំងនោះ ក្នុងចន្លោះខែឧសភា ឆ្នាំ២០១៦ រហូតមកដល់បច្ចុប្បន្ន? បានប៉ុន្មានលើក?  <b>FOR NEW DISRICTS</b>  <b>Q#1. (output level) What is meant by HR tools? Have you received HR management instruments training for the period of July 2017 to now? How many times?</b>  សំណួរទី១: តើដូចម្តេចទៅដែលហៅថា ឧបករណ៍គ្រប់គ្រងធនធានមនុស្ស? តើលោក លោកស្រីណាខ្លះបានទទួលវគ្គបណ្តុះបណ្តាលអំពីឧបករណ៍ទាំងនោះ ក្នុងចន្លោះខែកក្កដា ឆ្នាំ២០១៧ រហូតមកដល់បច្ចុប្បន្ន? បានប៉ុន្មានលើក?	
Responses (ចម្លើយ):  R1: xxx  R2: xxx  ...  R10: xxx	
<b>Response:</b>	
<b>Q#2. (output level) Please name HR tools which are the most useful for your day to day work and explain why?</b>  សំណួរទី២: សូមមេត្តាប្រាប់អំពីឧបករណ៍គ្រប់គ្រងធនធានមនុស្សអ្វីខ្លះ ដែលលោក លោកស្រីបានរៀនសូត្រ ហើយមានសារៈប្រយោជន៍បំផុតសម្រាប់ការងាររបស់លោក លោកស្រី។ សូមពន្យល់ ហេតុអ្វី?	

<b>Response (ចម្លើយ):</b>	
<b>Q#3: (output level) are you able to better apply all HR tools in your day-to-day works? Please give some examples/further information</b>	
សំណួរទី៣៖ តើលោក លោកស្រីអាចយកឧបករណ៍ទាំងអស់នោះទៅប្រើប្រាស់ក្នុងការងារប្រចាំថ្ងៃដែរឬទេ? សូមមេត្តាផ្តល់ជា ទាហរណ៍ ដើម្បីបញ្ជាក់ឱ្យកាន់តែច្បាស់។	
<b>ចម្លើយ:</b>	
<b>Q#4 (outcome level) do you think you work differently before and after receiving the training as discussed in Q1?</b>	
សំណួរទី៤៖ តើលោក លោកស្រីគិតថា លោក លោកស្រីមានការប្រែប្រួលជាងមុនទេ បើប្រៀបធៀបនៅមុន និងក្រោយទទួល បានវគ្គបណ្តុះបណ្តាល ដូចបានពិភាក្សាក្នុងសំណួរទី១ខាងលើនេះ? ឧទាហរណ៍ តើមានអ្វីដែលជាការប្រែប្រួលជាវិជ្ជមាន ឬ អ្វីដែលធ្វើឱ្យលទ្ធផលការងារកាន់តែល្អប្រសើរជាងមុន?	
<b>Response (ចម្លើយ): xxx</b>	
<b>Q#5. What capacity challenge do you face in your works?</b>	
សំណួរទី៥៖ តើលោក លោកស្រីជួបប្រទះបញ្ហាប្រឈមអ្វីខ្លះទាក់ទងទៅនឹងការបំពេញការងារប្រចាំថ្ងៃ?	
<b>Response (ចម្លើយ): xxx</b>	
<b>Q#6. Next step: What suggestions would you make for improving the capabilities of staffs of DM SNAs and OWSOs for better and timely response to the public? Please think about yourself, your office, your supervisors and EU DAR/GIZ for continual improvement in the next few years</b>	
សំណួរទី៦៖ តើលោក លោកស្រីមានសំណូមពរអ្វីខ្លះ ដើម្បីកែលម្អសមត្ថភាពរបស់មន្ត្រីរដ្ឋបាលស្រុក ការិយាល័យច្រក ក៏ដូចជាមន្ត្រីការិយាល័យរបស់មន្ទីរជំនាញ ក្នុងការឆ្លើយតបទៅនឹងតម្រូវសេវារបស់ប្រជាពលរដ្ឋបានល្អប្រសើរ និងមានប្រសិទ្ធភាពជាងមុន? សូមមេត្តា លើកឡើងនូវដំណោះស្រាយផ្សេងៗដែលអាចធ្វើទៅបានដោយខ្លួនឯង ប្រធាន ថ្នាក់ដឹកនាំ ឬក៏ភក្តិវិធី EU DAR/GIZ ក្នុងការកែលម្អជាបន្តសម្រាប់ប៉ុន្មានឆ្នាំខាងមុខទៀត។	
<b>Points of Actions</b> សំណើវិធានការណ៍ផ្សេង	<b>Who is responsible</b> អ្នកពាក់ព័ន្ធក្នុងការចូលរួមដោះស្រាយ

សេចក្តីបញ្ចប់៖

ជាថ្មីម្តងទៀត ខ្ញុំថ្លែងអំណរគុណយ៉ាងជ្រាលជ្រៅចំពោះពេលវេលា និងការផ្តល់យោបល់ខាងលើនេះ។  
យើងខ្ញុំសូមធានា មតិយោបល់របស់លោក លោកស្រីនឹងត្រូវបានរំលេចនៅក្នុងរបាយការណ៍អង្កេតនេះ។  
យើងសង្ឃឹមថា នឹងឆ្លើយតបការណ៍អង្កេតក្នុងក្រោយជាភាសាខ្មែរជូនលោក លោកស្រីជាក់ជាមិនខាន។  
សូមអរគុណ

### 6.3 Questions for Checking Plausibility

For Plausibility Check, we wish our respondents to say “true or not true”, “Confirm or refuse” “Yes or no” and what are their reasons and examples to support their answers. Below are few key questions:

- a. As practitioner, what is your perception on PMS system and tools?
- b. Do think the purpose of establishing and applying PMS tools is realistic?
- c. What are the tools the most useful for staff performance? Tools which are less important?
- d. Why the overall system is not always effective for improving staff performance?
- e. Why isn't incentive system within PMS system?

## 6.4 Schedule/Work Plan

No.	Outputs and Tasks	Provsional Dates	Focal Point	Remarks
<b>1 Signing contract, survey preparations and implementation</b>				
1.1	Kick-off meeting	5-Feb-19	Luc & Rathphipos	Understanding of EU DAR progress and clarification on ToR
1.2	Actual contract signing and follow-up meeting	12-Feb-19	Luc & Rathphipos & Kuntheara	Schedule, questionnaire and references on PMS tools
1.3	Survey schedule and questionnaire	12-14 Feb	Kuntheara	endorsement of the schedule and questionnaire by EU DAR mgmt
1.4	Approval of schedule and survey questionnaire	15-Feb-19	Luc & Rathphipos	
1.5	Dry run on data collection in Kandal	20-Feb	Kuntheara	Dry run from 8.30 to 11.30am in EU DAR, Phnom Penh
1.6	Data generation in the 3 districts in Kandal	21-22 Feb	LGAs in Kandal	LGAs responsible for D/Ms
1.7	Completeness of data records and submission by each LGA to consultants	28-Feb-19	LGAs in Kandal	Consultants may clarify data records with LGAs if needed
1.8	Dry run on data collection in Battambang	6-Mar	Kuntheara	dry run in afternoon at EU DAR Battambang
1.9	Data generation in Battambang (OWSO)	7-Mar	Kuntheara	all LGAs to observe Kis & FGD
2.0	Data generation in Mounng Russey (OWSO)	11-Mar	Kuntheara	all LGAs to observe Kis & FGD
2.1	Data generation in 8 districts	12-15 Mar	Local Governance Advisors	LGAs responsible for D/Ms
2.2	Completeness of data records and submission by each LGA to consultants	18-Mar	Local Governance Advisors	Consultants may clarify data records with LGAs if needed
<b>2 Data processing, report writing</b>				
2.1	Data review and summarizing for all DMs	19-21 Mar	Kuntheara	Data summarizing matrix
2.3	Data analysis and report drafting	22-27 Mar	Kuntheara	Report structure to be agreed by EU DAR
2.5	Submission of first draft report to EU DAR	28-Mar	Kuntheara	briefing by consultants
2.7	Feedbacks on first draft by EU DAR	2-Apr	EU DAR Team	Written feedbacks
<b>3 Presentation of results</b>				
3.1	Brief presentation on findings and recommendations to EU DAR	3-Apr	Kuntheara and EU DAR Team	2nd version of the report
<b>4 Final report and closing the assignment</b>				
4.1	Finalise and submission of final report in En/Kh based final feedback from EU DAR	9-Apr	Kuntheara	final report and translation into Khmer
4.2	Approval of final report in En/K	12-Apr	Kuntheara	final report in En/Kh



## 6.5 Data Matrix

No	Names of D/M	Board of Governors			AD and Deputy AD			Admin/Finance Office			OWSO/M			D/M Education			Operational D/Ms Health			Grant Total		
		male	female	total	male	female	total	male	female	total	male	female	total	male	female	total	male	female	total	Male	Femae!	GT
I.	Battambang Province																					
1	Battambang Municipality	4	1	5	2	0	2	6	5	11	10	9	19	9	7	16	17	11	28	48	33	81
2	Sangkae	4	1	5	2	0	2	1	4	5	6	8	14	8	7	15	13	4	17	34	24	58
3	Moung Ruessey	3	1	4	3	0	3	3	2	5	9	3	12	8	6	14	7	5	12	33	17	50
4	Bavel	3	1	4	2	0	2	4	3	7	9	6	15	10	3	13	0	0	0	28	13	41
5	Thma Koul	4	1	5	1	1	2	3	5	8	7	7	14	12	2	14	10	4	14	37	20	57
6	Koas Krala	4	1	5	1	0	1	5	4	9	0	0	0	12	1	13	0	0	0	22	6	28
7	Banan	4	1	5	3	0	3	3	4	7	0	2	2	12	4	16	0	0	0	22	11	33
8	Rotonak Mondul	4	1	5	2	1	3	3	2	5	9	1	10	9	3	12	0	0	0	27	8	35
3	Samlout	4	1	5	2	1	3	3	2	5	9	1	10	9	3	12	0	0	0	27	8	35
10	Aek Phnum	4	1	5	1	1	2	5	4	9	1	2	3	13	5	18	0	0	0	24	13	37
	Total BTM	38	10	48	19	4	23	36	35	71	60	39	99	102	41	143	47	24	71	302	153	455
II	Kandal Province																					
11	SaAng	4	1	5	2	0	2	2	1	3	10	4	14	11	4	15	10	5	15	39	15	54
12	Kien Svay	4	1	5	0	1	1	2	3	5	9	8	17	8	1	9	12	6	18	35	20	55
13	Luek Daek	11	4	15	4	1	5	8	5	13	0	0	0	11	2	13	17	13	30	51	25	76
	Total KDL	19	6	25	6	2	8	12	9	21	19	12	31	30	7	37	39	24	63	125	60	185
	GRANT TOTAL (BTB+KDL)	57	16	73	25	6	31	48	44	92	79	51	130	132	48	180	86	48	134	427	213	640