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DEUTSCHE ZUSAMMENARBEIT

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Report on Closing Event of the European Union Project for Decentralisation and Administrative Reform

Phnom Penh, 09 April 2019

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Abbreviations

AWPB	Annual Work Plan and Budget
BMZ	(German) Federal Ministry for Economic Cooperation and Development
CSO	Civil Society Organisation
DAR	Decentralisation and Administrative Reform (Programme)
EU	European Union
EU DAR	EU Project for Decentralisation and Administrative Reform
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
IP3	Phase III of the Three Year Implementation Plan of the National Programme for Sub-National Democratic Development
LGA	Local government advisers
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	National Committee for Sub-National Democratic Development – Secretariat
PAR	Public Administration Reform Programme
NPAR 2015-2018	National Programme for Public Administrative Reform
SNA	Sub-National Administration(s)

1. Introduction

The European Union's Project for Decentralisation and Administrative Reform (EU DAR), implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) with funding from the Federal Ministry for Economic Cooperation and Development (BMZ) and the European Union (EU), aimed to improve service delivery at the district/municipal level and to develop and test policies with its partners on the national level. The core features of the Project were to strengthen the demand-side of governance, by supporting the voice, welfare and rights of citizens and their participation in decision-making; as well as improving the supply-side of governance by supporting the state's capacity to respond to, manage and implement reforms.

To fulfil its aspirations, the EU DAR Project was aimed on both the sub-national and national levels of governance. On the sub-national level, it collaborated with districts and municipalities on the improvement of the operational capacity, management, governance and service delivery of selected sub-national administrations (SNA). The specific objective of the Project was that SNA and line agencies in partner districts and municipalities would deliver public services in a more harmonised, responsive and accountable manner. Meanwhile, at the national level, EU DAR worked with partners to develop and test the policies and guidelines to pilot the transfer of functions to SNA and support them in their work.

In practice, EU DAR empowered SNA through tailor-made advisory services and technical coaching. It applied a facilitative approach, building the required capacity at district and municipality levels to ensure sustainable local ownership and provided training on the decision-making processes of the targeted bodies. In addition, local funding agreements were used to subsidise district and municipality initiatives, which aim to develop solutions for issues raised by citizens and trialled a 'learning-by-doing' approach in small-scale projects. With the national partners, opportunities for the transfer of functions to the SNA were assessed and frameworks to do so formulated.

On 9 April 2019, the EU DAR Closing Event took place and concluded the three-year EU DAR Project. Representatives from EU DAR's partner districts/municipalities, national institutions, non-partner districts and municipalities, as well as donor partners came together to share and discuss the experience and celebrate.

This event represented an opportunity to review the achievements with the key stakeholders and partner districts, as well as those non-partner districts and municipalities to whom the achievements may serve as an example for possible changes in their own constituencies. The outcomes of the different policy areas, in which the EU DAR Project facilitated change, were presented in the form of "products". Experiences were shared and dynamic discussions and suggestions on the continuity, sustainability and legacy of the achievements followed.

At the conclusion of the event, the follow-up measures of the EU DAR Project and the new components that will be implemented were introduced. This provided an opportunity not only for a satisfactory review of the results achieved, but to also have a confident look on what is yet to come.

2. Objectives of the EU DAR Closing Event

The purpose of the closing event was to share experiences and products with districts and municipalities beyond those who participated in pilots, and create visibility for the Project, its experiences and its products. The event celebrated the completion of this phase of the Project and acknowledged the efforts and contributions of the main stakeholders. Finally, it introduced the follow-up measures of the Decentralisation and Administrative Reform Programme (DAR) - the programme which encompasses the EU DAR Project and its key components.

3. Participants of the EU DAR Closing Event

Approximately 240 participants, consisting of official representatives from different stakeholders, attended the Closing Event. The represented actors from the sub-national level were the Project's partner districts and municipalities, and also non-partner districts and municipalities, which expressed interest in the Project's mission and accomplishments. At the national level, these were the Ministry of Interior (MoI), the National Committee for Sub-National Democratic Development (NCDD) and its Secretariat (NCDD-S), the Ministry of Civil Service (MCS) and the Ministry of Economy and Finance (MEF). The BMZ and the EU, in their function as the funding partners of the Project, and other civil society and international cooperation organisations were also present.

4. Process of the EU DAR Closing Event

The event was presided over by :

- His Excellency Ngan Chamroeun, *State Secretary of the Ministry of Interior*
- His Excellency Thor Sethana, *State Secretary of the Ministry of Civil Service*
- Mr Sascha Reebs, *First Secretary of the German Embassy and BMZ representative*
- Mr Franck Viault, *European Union Delegation's Head of Cooperation*
- Ms Bettina Gruber, *Deputy Director of GIZ Cambodia*
- Ms Maraile G6rgen, *Project Manager of the EU DAR Project*

The closing events included the following activities which are discussed in further detail

1. Welcome, introduction, objectives and opening speeches of the EU DAR Closing Event
2. Sharing of experiences from local stakeholders;
3. Presentation of the "products" and the exhibition of results, following EU DAR's collaboration with local councils and public administrations;
4. Introduction to the Project's website, which is built into the NCDD website framework and provides continuous access to EU DAR related information;
5. A plenary poll on the presented products, to register the interests of partner and non-partner district/municipality representatives for the presented products;
6. A closing panel "*Our message to local self-governance bodies in Cambodia*", which included representatives of the NCDD-S, the MCS, Battambang and Kandal provinces, the German Embassy and GIZ;
7. Closing speeches by the hosts of the event;

4.1 Welcome, Introduction and Objective of the Closing Event

During this segment, the participants of the EU DAR Closing Event were welcomed by Ms Bettina Gruber, Mr Franck Viault, Mr Sascha Reeb, and His Excellency Thor Sethana.

The key messages of their speeches are summarised below. Complete speeches are attached in the annex of this document.

Opening remarks from Ms Bettina Gruber

- The audience was welcomed behalf of the country director Dr Günter Riethmacher and Ms Gruber emphasised the partnerships which made the concluding phase of the EU DAR Project possible;
- The Project is a contextual milestone in the long tradition of GIZ projects, which have supported the decentralisation and administrative reform process in Cambodia. The German government's support to the decentralisation process, since its start in 2000, at a time when communes and Sangkats had just been introduced, was highlighted;
- The 17 years of support for the implementation of the decentralisation and administrative reforms is marked by lasting partnerships with the MoI and (from 2009) with the NCDD-S, as well as with the MCS and its predecessor, the Secretariat of the Council for Administrative Reform of the Council of Ministers;
- The numerous results and successes achieved includes sub-national administrations that have been built up at the district level to serve citizens and deliver services to them. Many of the activities continue to ensure that at all administrative levels, citizens will be met with transparency and responsibility;
- The predecessor programmes focused on the legal framework and policies to set the foundations for sub-national democratic development and administrative reform. In contrast, EU DAR brought the results of the previous project into practice:
 - o Policies have been implemented and subnational partner districts advised and coached in performing their mandate;
 - o Lessons from policy implementation at subnational level have been discussed with partners at national level for nationwide roll-out/information dissemination;
 - o Dialogue between the different levels of administration has been facilitated to deliver better services to citizens;
- Fundamental changes in a system cannot happen overnight. A long-term view is needed to succeed;
- EU DAR has understood sustainable development requires a patient enduring approach;
- It is a pleasure to reflect on the achievements of the collaboration between EU DAR and all partners present and analyse the approaches taken toward sustainable development;
- Ms Gruber stated pride in the fact that GIZ is the trusted partner of the Royal Government of Cambodia and the German Federal Ministry of Economic Cooperation and Development to continue the journey with NCDD-S and MCS in the next three years to further engage in working on better service delivery for citizens.

Opening remarks from Mr Franck Viault

- Mr Viault commented it is a testimony to the value of the Project, that such a large part of the audience travelled far from their provinces to the capital to attend this Closing Event. It is deeply appreciated;
- The European Union, as longstanding partner of the Royal Government of Cambodia and donor to the EU DAR, has been part of this journey for the past two years: an initiative that has promoted methodological innovation in capacity development and supported policy development and implementation through experimentation and learning exchanges;
- This workshop is an opportunity to recognise the commitment from implementing partners in making this project a meaningful contribution to the strengthening of local governance, in the context of decentralisation and deconcentration reforms;
- Over the past two years, the EU has had the pleasure of participating in many of the events organised by EU DAR in Phnom Penh and visiting project partner provinces in Battambang and Kandal. Key takeaways from the two years of cooperation are:
 - o The added value of capacity development plans for sub-national authorities designed around the specific needs of the authorities and of the communities. The EU DAR has demonstrated the added value of a demand driven, on the job style of capacity development combined with tailor-made guidance from national authorities;
 - o Strengthening capacities to implement the general mandate is essential for sub national authorities to play their subsidiary role at the local level;
 - o Citizen centred governance – with sub-national authorities, service providers and concerned citizens joining hands – is key to ensuring quality and accessibility of services;
 - o Support to the One Window Service Offices (OWSO), hygiene projects in schools, awareness raising campaigns are some of the good examples showcased by the EU DAR;
 - o Pilot projects, even at small scale, can make a substantial contribution to drive forward policy development processes;
 - o The importance of ensuring alignment of cross-government reforms (notably SNDD, PFM and PAR) and ensuring synergies with sector reforms;
- Governance reforms are complex, and their implementation requires an open exchange and active engagement of all the concerned stakeholders. There is a need to work in synergy to capitalise on shared experiences and scale up successful practices;
- This event has been designed as an opportunity to review lessons, disseminate knowledge and continue discussing solutions for sub-national governance and development. Cases for possible replication will be presented and resources developed by the EU DAR and partners will be shared. These have been designed in a way that makes them accessible and easy to use by non-partner sub-national authorities and other stakeholders;
- Mr Viault appealed to the audience to help disseminate this knowledge to their administration and other local authorities, service providers and CSOs for testing and for further development where needed. Their perspectives and contributions are key to ensuring continuing relevance of reforms to the sub-national level, and also to inform development partners and implementing organisations' cooperation strategies, including the European Development Cooperation Strategy for Cambodia.

Opening remarks from Mr Sascha Reeb

- Mr Reeb highlighted that the DAR initiative, which began in 2003, is one of the longest standing efforts of German and Cambodian collaboration, besides the initiatives in health and rural development, and has greatly contributed to the creation of strong ties between the two nations. German cooperation in Cambodia cannot be explained without DAR;
- It is satisfying to see that this initiative has become a joint European initiative and a component of the European Joint Strategy;
- The German government supports the decentralisation process, because it sees it as a fundamental way to improve citizen participation in those decisions which really impact them. The quality of health centres and schools, the management of waste, regional framework conditions for small and medium business activities - all of these topics are crucial to the lives and interests of the people;
- The support derives from the German experience with a decentralised federal system, which follows the principle of subsidiarity where decisions shall be taken at the lowest level necessary. The superior level shall only intervene if tasks cannot be fulfilled properly at the lower level. The perception is that the closer the decision is made by people who are impacted, the better it fits to the needs of the people.
- Mr Reeb stressed the main difference in the decentralisation process between Cambodia and Germany to be, in his opinion, the mindset. Germany comes from a history, where different independent principalities grew together to become one country. Each principality fought to keep a certain degree of autonomy and the same holds true for the European Union as supranational body, growing together from different countries. In Cambodia the decentralisation process started from a situation where competences have been highly centralised and the transfer of functions gives counsellors decision making powers they did not have before;
- When the German Deputy Minister on Economic Cooperation and Development visited Cambodia in February, Samdech Sar Kheng described the plan of the Royal Government to successively increase the district funding until 2023. So increased decision making capabilities will soon also be accompanied, by the ability to take financial decisions;
- The first phase of the EU DAR Project supported districts in Battambang and Kandal to gain experiences in enacting their mandates. The Closing Event is intended to share experiences gained to other sub-national authorities to also allow them to benefit from lessons learned. Mr Reeb expressed the hope that the event would give some inspiration to experiment with the new freedom, which the decentralisation reform provides.

Opening speech of His Excellency Thor Sethana

- H.E. Thor Sethana took the opportunity to delve further into what the DAR programme has consisted of so far, noting the programme used synergies of the SNDD and Public Administration Reform Programme (PAR) to empower sub-national administrations (municipal/district administrations) to improve public service delivery for citizens;
- To this end, the DAR Programme implemented its activities in line with the IP3, the Annual Work Plan and Budget of the NCDD-S (AWPB) and the National Programme for Public Administrative Reform (NPAR 2015-2018), which is led and coordinated by the Ministry of Civil Service;
- The DAR Programme focused on public services delivered by sub-national administrations (municipal/district administrations) to citizens. In this regard the programme piloted national policies, rules and regulations in its partner districts and municipalities, and in turn collected/documented lessons learned and experiences from

the fields. Those experiences were shared with other sub-national administrations for further implementation as well as with the national level to be used as the basis for further consideration/development of additional policies and regulations to support the reform process;

- H.E. Thor Sethana stated that in the almost three years, since the beginning of its implementation in May 2016, the DAR Programme has achieved the following remarkable results:
 - o Provision of support to the implementation of permissive functions (especially in its partner municipalities and districts) to respond to the needs of local citizens. Local government advisers (LGA) of the DAR Programme were based in each partner district and municipality and made use of the facilitated approach to support and facilitate with each partner municipality/district to identify and implement functions/services, as needed by local citizens. Furthermore, DAR provided local subsidies to its partner districts and municipality to implement activities/services which were selected/prioritised. In addition, the programme also supported NCDD-S in collecting and documenting lessons, experiences and practical examples from the implementation, sharing them with other SNA. A refresher training on permissive functions was provided to all districts and municipalities nationwide;
 - o Supported relevant preparations related to the functional assignment transfer, by supporting NCDD-S in coordination with sector ministries and institutions, conducting relevant studies and developing legal frameworks/instruments and other arrangements/preparations in support of the functional assignment process. This included the development of the sub-decree on the organisation and functioning of municipal/district administrations (involving the organisation of unified administrations and integration of line offices to be under the municipality/district administration structure). This is a complicated task which requires a lot of coordination/ negotiation with sector ministries/institutions and a realistic timeframe. Hence, the progress of this work is still slower than expected although the NCDD-S has tried its best to speed it up. Taking this opportunity, it must be emphasised that the MCS has contributed tremendously to this task, particularly in regard to the development of rules and regulations related to the transfer of staff at sub-national level and has already organised several dissemination workshops;
 - o Provided support to the operations of the One Window Service Mechanism (a temporary mechanism for districts that do not meet criteria for establishing a one window office) and worked with the Ministry of Interior (MoI) to develop a number of regulations and jointly conduct a feasibility study for establishing new OWSOs. Furthermore, partner municipalities/districts were supported in raising awareness of citizens on administrative services offered by those offices and training was provided to staff of newly established OWSO. The Programme also supported the development of guidelines on procedures and operations of the One Window Service Mechanism and supported the dissemination of the guideline to more than 114 districts that has not yet had an OWSO established;
 - o In collaboration with the MoI, the MCS and the NCDD-S, the Programme supported the development and pilot of the PMS in the OWSO. Based on lessons and experiences gained from the pilot, the Programme also supported the MCS in the development of rules and regulations (such as the Sub-Decree on the Implementation of the PMS and the sub-decrees and toolkits on the development of job descriptions) and implementation of other key activities related to sub-national

- administration staff management and development. This included workshops on the development of positions and position descriptions for sub-national administration personnel which is jointly implemented with the MoI, the MCS and the NCDD-S;
- In another important task, the EU DAR Project collaborated with partner institutions (both at national and sub-national level) to collect and document all lessons, experiences and a number of practical examples resulting from the implementation and pilots conducted at the sub-national level, and shared them with other municipal/district administrations for implementation and as basis (for the national level) to take into consideration for further development of new policies, rules and regulations supporting the reform process. The DAR Programme has organised five Learning Exchange workshops so far and this work is crucial for enhancing the knowledge and capacity of sub-national administrations to perform their work and to deliver better services to the citizens. Other non EU DAR partner municipalities and districts have been invited to attend this event as this is an opportunity for them to learn from the Programme. In addition, such a sharing and learning event will also help to improve the capacity of stakeholders at the national level in the development of policy, rules and regulations;
 - Besides the mentioned points, the DAR Programme supported and contributed to this process in many other ways
 - On behalf of the partners present, H.E. Thor Sethana wished to congratulate the participants for all the fruitful achievements and outcomes of the DAR Programme, which have been achieved within the last three years and have tremendously contributed to the reform work of the Royal Government of Cambodia. He invited the participants to pay close attention to the presentations and consider which products can be applied in the respective municipalities or districts;
 - He thanked the participants and wished them the four Buddhist blessings: Longevity, Nobility, Health and Strength, before declaring the EU DAR Project Closing Event officially opened.

4.2 The Sharing of Experiences from Local Stakeholders

Throughout the event, several representatives from the district/municipality administrations and councils shared the impacts that the EU DAR Project had in their respective constituencies. The following testimonies were of note:

- Council Chief That Narun from Rotanak Mondol displayed the achievements in food hygiene which were made in his district after guidance from EU DAR on how to establish a working group;
- Deputy Governor Noun Samnang from Daunkeo municipality in the Takeo province stated that he had learned a lot of new things from the event. To him, the most interesting topic was achieving market order, which he aims to apply in his municipality as well;
- Deputy Governor of MOUNG RUESSEI, Ms Bin Bolen, shared the good results from the implementation of the PMS in her district. After a coaching series, mechanisms to track performance and awareness raising campaigns on administrative services, staff are more satisfied with their leaders and citizens are more aware of OWSO services in her district;
- A councillor from Rotanak Mondol stated that through EU DAR *“we understand our functions better and have learned a lot from other councils via this event”*. On a personal note, this councillor stated that he will always remember EU DAR;

- A Koas Krala representative shared his constituency's efforts on sustainability. On the basis of a developed blueprint, the importance of future maintenance and the know-how is taught to incoming personnel, so that the appreciation and ownership lives on among this new staff. Instilling a sense of ownership is also an important component.

4.3 Presentation of the “Products” and the Exhibition of the Results of EU DAR’s Collaboration with Local Councils and Public Administrations

The products presented during this segment were a compilation of examples, results and lessons learnt, meant to aid and inspire district and municipality councils in their work. The presentations used to introduce these products can be found in the annex. The following products were at display:

1. A toolkit on how to prevent domestic violence in the districts/municipalities;
2. A toolkit on how to improve staff performance, which is meant to lead to better service delivery in the districts/municipalities;
3. A toolkit on how to improve handwashing in schools and thereby the hygiene conditions for students in the districts/municipalities;
4. A toolkit on how to improve market order in the districts/municipalities, based on the case example from Bavel district;
5. A toolkit on how to raise awareness on the dangers of drugs in the districts/municipalities;
6. A toolkit on how to raise awareness and improve the service quality of the OWSO in the districts/municipalities;
7. A toolkit on how to raise awareness and improve the service quality of the Ombudsman Office in the districts/municipalities;
8. A toolkit on how to support community pre-schools in the districts/municipalities;
9. A toolkit on how to improve the food and drink hygiene in schools in the districts/municipalities;
10. A toolkit on how to raise awareness on solid waste management in the districts/municipalities;
11. A facilitated approach toolkit on how to facilitate decision-making processes of local councils as basis for better service delivery.

4.4 Introduction of the Project’s Website and the USB stick distributed to participants

During the Closing Event, the new EU DAR Project sub-page on the NCDD’s website was introduced. The website contains descriptive information on the background, the approach and the results of the Project.

Further, several files which may serve any stakeholder involved in the decentralisation and administrative reform process, are provided on this page. The files included are toolkits to support the implementation of selected permissive functions for districts, including step-by-step practical guides as well as relevant materials such as :

- Selected factsheets and capacity development materials to highlight topics relevant to sub-national administrations and councillors.
- Study reports and lessons learnt from the implementation of the general mandate.
- Selected best practices in service delivery implemented by EU DAR's partner districts and municipalities of Success Stories booklets and other materials produced by EU DAR and its partners.

In addition, similar documents from the predecessor project, EU SPACE, are included as well.

The stated page can be reached in both Khmer and English via the following links:

The EU DAR Project's page on the NCDD-S website in Khmer:

<http://ncdd.gov.kh/projects/eu-dar-kh/>

The EU DAR Project's page on the NCDD-S website in English:

<http://ncdd.gov.kh/en/projects/eu-dar-eng/>

4.5 Plenary Poll on the Presented EU DAR Products

The Closing Event provided participants from partner and non-partner districts and municipalities with the opportunity to vote on the presented products of EU DAR. With the information gathered, the dissemination of material can be tailored to the relevant interest and needs of the citizens' representatives and civil servants from the district/municipality level. The voting produced the following results:

Presented Product	Partner District and Municipality Votes Expressing Interest (54)	Non-Partner District and Municipality Votes Expressing Interest (77)
Domestic Violence	39	42
Performance Management System	39	30
Handwashing	41	22
Market Order	34	34
Drug Abuse Prevention	46	34
One Window Service Office/Mechanism	49	36
Ombudsperson	39	29
Pre-Schools	42	51
Food and Drink Hygiene	33	30
Solid Waste Management (SWM)	49	56
Facilitated Approach	42	60
Most Popular:	OWSO/SWM 49 each	Facilitated Approach 60

The results confirm that there has been a consistently high interest for most products, as expressed by the representatives of partner and non-partner districts and municipalities. It is no surprise that the OWSO/Mechanism product and the SWM product share the rank of most popular product among partner districts and municipalities, as the matters of efficient public service delivery and waste management are a universal concern for these entities.

Among the non-partner districts, it is the Facilitated Approach product, which received the most votes. This result figures as evidence of the high interest of non-partner districts to benefit from the facilitated approach – entailing the strengthening of priority topic identification and analysis skills of councils and define approaches to implement a permissive function together - as well.

4.6 Closing Panel: “Our Message to Local Self-Governance Bodies in Cambodia”

The Closing Panel “*Our Message to Local Self-Governance Bodies in Cambodia*” included the following members:

- Mr Chey Sambathphalla, as the representative of the National Committee for Sub-National Democratic Development;
- His Excellency Sou Arafat and His Excellency Nov Peng Chandara, as the representatives of Battambang and Kandal province respectively;
- Mr Sascha Reeb, as the representative of the German Embassy Phnom Penh;
- Ms Maraile Görden, as the representative of GIZ.

During the closing event’s panel, several topics were tackled, in response to questions and concerns raised by the participants of the event. Among the discussed matters were:

- The new elements to be introduced in the next phase of the Decentralisation and Administrative Reform Programme. The support to ombudspersons for example will add a new dimension to the Programme;
- The need to consider time frames was addressed. A project of this nature requires a lot of build up in the first-and-a-half years and the results and successes will only appear at the very end. Such projects should ideally last four years long and partners of such a project must be aware of this characteristic;
- It was emphasised, how crucial renewed strong willingness and commitment by the Royal Government of Cambodia will be for continued success.

4.7 The Closing Speeches

As the Closing Event came to an end Ms Maraile Görden, Mr Franck Viault and His Excellency Ngan Chamroeun provided the concluding remarks.

The key messages of their speeches are summarised below. Complete speeches are attached in the annex of this document.

Closing remarks from Ms Maraile Görden

- *“Local Governments provide better services for citizens”*. Ms Görgen stated that this vision was, and still is, not only the objective that EU DAR was aiming for in the past three years, but it also became the brand and spirit of the Project;
- From jointly working at the sub-national level with the partner districts and municipalities to strengthen their general mandate, to discussing with colleagues from the national level about how to introduce the PMS in the OWSO, the focus of the work was always to serve the needs and demands of citizens;
- Ms Görgen stated she was proud to manage a project which had - and still has - such a meaningful and important objective. It made her even more proud and happy that she had the opportunity to work daily with such a great team at the NCDD-S, the MCS, at the provincial and district level in Kandal and Battambang and with her great GIZ colleagues;
- Closing the Project, she used the opportunity to encourage partners and representatives from districts and municipalities from all over the country to make use of the EU DAR lessons and products, which were developed and presented on this day. She sincerely hoped that all the EU DAR material, which the participants could find on the USB sticks handed out to them and on the NCDD website, would be of good service for them, as they provide transparent and accountable services to citizens;
- She emphasised that this is the essence of all efforts undertaken: To contribute to the provision of better services in favour of the citizens' wellbeing;
- Ms Görgen thanked everybody who was involved and interested in the Project and who contributed to its success and called to celebrate the joint efforts and work. She asked for a round of applause for the national and sub-national partners, as well as for the EU DAR GIZ team;
- She concluded her speech with words of affection to her team and once more thanked everybody who had worked with such commitment on EU DAR.

Closing remarks from Mr Franck Viault

- Mr Viault stated that the EU DAR Project has showcased the positive results of a joint effort approach between national and sub-national authorities, local services providers and communities. This coordination is critical for local governance, service delivery and sustainable development when district authorities will start working as unified administrations. This is an important undertaking that will possibly create better and more opportunities for participatory governance and a responsive, transparent, accountable delivery of public services where these matters the most - those closest to the citizens;
- The Royal Government of Cambodia has been taking very important initiatives lately. The launch of consultation and coordination platforms that bring together government and civil society organisations is one of them. He expressed his wish for the Royal Government to capitalise on the resources these platforms make available and step up efforts in making these spaces for meaningful engagement on governance and development. The primary responsibility to ensure an enabling environment rests with the state;
- Mr Viault welcomed that the follow-up measure of the DAR Programme envisages working more closely with civil society actors, as a way to facilitate the supply side outreach to citizens. EU funding to the DAR Programme will run out by the end of April, but he hopes that the EU will be in a position to participate in the next phase of the DAR Programme in the near future and scale up efforts on that front;
- At present, there is no decision from EU headquarters on new possible funding and patience will be required in this regard. In any event, the dialogue and cooperation on governance reforms with the Royal Government of Cambodia, the Development Partners

and the CSOs continue in the framework of the SNDD Technical Working Group and as part of the EU programme in Cambodia;

- He took the opportunity to convey special thanks to H.E. Ngan Chamroeun for his time, insights and guidance in the implementation of the Project. Equal gratitude went to H.E. Sak Setha, First Secretary of State of the Ministry of Interior;
- He further renewed his appreciation for the hard work of the Secretariat of the NCDD, the MCS, Battambang and Kandal authorities in the implementation of the Project, and for the participation of so many stakeholders at the event;
- Lastly, he thanked GIZ and the EU DAR team for their facilitation and expert insights in making this project a successful and valid contribution to the cooperation between the EU and the Royal Government of Cambodia in SNDD reforms;
- He expressed the value of this partnership and cooperation. He emphasised the drafting of the new European Joint Strategy to support the Royal Government of Cambodia from 2020 and beyond has started and stated that it will certainly draw from the workshop.

Closing speech of His Excellency Ngan Chamroeun

- In the three years of the implementation of the DAR Programme, H.E. Ngan Chamroeun has witnessed several major achievements and impressive outcomes and congratulated those affiliated the Programme;
- He stated that while progress in some activities and tasks was slow, there were also several activities and tasks achieved as planned and some even ahead of time;
- Examples, of what has been achieved with fairly good results includes: (1) Promoting the implementation of permissive functions by sub-national councils, which in turn helped empower and enhance the capacity of SNA to meet the needs of local citizens; (2) Supporting the introduction of the OWSO and the One Window Service Mechanism (a temporary mechanism for districts that do not meet criteria for establishing one window office), which brings together administrative services; (3) Piloting the PMS at the OWSO and developing rules and regulations related to sub-national level personnel; and (4) Collecting, documenting and sharing lessons learned from the implementation of the Programme's targeted and achieved improvement of service delivery for citizens and other tasks related to local governance;
- Interruptions in some of the proposed tasks were experienced as well, such as those related to the functional transfer process, which to date has not produced any major results, despite all efforts undertaken. Both the NCDD-S and the DAR Programme team tried hard to push this task gradually forward and explored every avenue to make progress on this front;
- The functional transfer process remains complicated and requires a lot of coordination and an appropriate time frame. This means that this challenge needs to be handled with care and patience. It needs to be tackled step by step, so as to ensure a smooth and effective implementation of the transferred tasks, as well as to minimise risks, which could potentially affect the government's entire reform process;
- Presently, some sectoral ministries/institutions are expressing concern about the quality of services in their respective sectors, once these services are transferred to sub-national governments. In general, these entities should not be too concerned as when a function is transferred, the resources, budget and key responsible personnel for implementing that function or delivering that service will also be transferred along. It is understandable that some ministries/ institutions/sectors still do not clearly understand the functional transfer and have not discussed and internally agreed on how to approach this process;

- This task requires a lot of patience and coordination from NCDD-S, to make sure that discussions are held at both the technical and political level in each ministry, institution and sector, and discussions with NCDD-S and other stakeholders, such as the MCS and the MEF, are undertaken as much as possible, to ensure robust progress on this task. In the end, all parties prefer a late but strong functional transfer, which will not move backwards;
- H.E. Ngan Chamroeun informed of changes to the objectives, strategies and approaches to this task. NCDD-S, in collaboration with the DAR Programme, drafted a sub-decree on the organisation and functions of the municipal/district administrations, in line with the unified administration concept and allowing the integration of technical sectoral offices in municipalities/districts under the municipal/district administration structure. The NCDD-S has changed its thinking and approach to this task. It was felt that a primary step for the functional transfer, is to first consider transferring district/municipal line offices and then consider what functions are being implemented by these offices. Next, the question of which other functions will be transferred by the national level (sectoral ministries/institutions) in stages and one after another to sub-national administrations (that will be implemented by those transferred sectoral offices) to meet the real needs of citizens will be raised;
- The NCDD-S is optimistic about this progress and is now trying to ensure that this task (sub-decree) will be complete and finalised in 2019 so that its implementation can begin from early 2020. His Excellency once again, on behalf of the NCDD-S, called on all development partners who have supported the implementation of the sub-national democratic development reform in the past, to continue their support for this task, to achieve the expected results;
- Recommendations expressed:
 - o Municipal/district administrations (especially non EU DAR partners) should learn some practical examples and experiences from this Programme and consider what lessons learned and practical examples are appropriate for application in their respective municipal/district administrations. Each municipal/district administration can communicate directly with those municipal/district administrations to learn more, if they organise study tours to share experiences related to how services are delivered to citizens. Municipal/district administrations can also communicate with NCDD-S, MCS and other stakeholders directly to ask for clarification and support, as deemed necessary. Further, the sharing and dissemination of lessons learned and best practices in general is encouraged, including through the websites, social media and newsletters of the NCDD, the MCS and the other relevant entities.
 - o For the small number of partner districts, which have not been selected as partner districts in the DAR Programme's second phase, His Excellency advised the districts to continue those efforts which have begun during the DAR Programme and consider applying other lessons learned and practical examples from other districts.
 - o For the stakeholders at the national level (particularly the NCDD-S and the MCS), it is essential that they continue to pay close attention to the learning and review of the imparted lessons, as they represent the basis for the two institutions to develop new policies and rules and regulations, which will support the reform process. They are also advised to share and disseminate their experiences with other bodies, to further expand the scope of implementation.
 - o The DAR Programme's follow-up project should continue to focus on service delivery by SNA and continue to support several key tasks, such as implementing optional

functions, functional transfer, support for the operation and service delivery of the One Window Service Mechanism, implementing tools and approaches related to human resource management and development, service delivery related tools, and so forth. Meanwhile there is also a need to focus more on the demand side related to civic engagement and the performance of the ombudsman office.

- The approaches adopted by the current DAR programme should be included in the follow-up programme of DAR. These include: coordination with municipal/district administrations to identify and implement functions/services needed by citizens; introducing and piloting rules and regulations and tools; documenting lessons learned; good practices and examples; and sharing those lessons learned and good examples with other SNA for implementation and with the national level for consideration in the development of policies. Indeed, delivering training is a key activity for developing SNA capacity, however training alone is not sufficient. Facilitation, coaching, backup support and exchange of lessons learnt, as well as setting a good example, are essential to the improvement of SNA capacity and a precondition to the efficient implementation of tasks and functions. In this regard, His Excellency suggested phase 2 of the DAR Programme to continue to organise as many awareness opportunities and lessons learned exchanges as possible. These should be conducted with a special emphasis on strengthening the implementation capacity of SNA to deliver tasks and services delivery in a way which will respond to the real needs of citizens in collaboration with the association of sub-national councils.

Once more, on behalf of the NCDD-S, the MCS and the EU DAR Political Steering Committee, H.E. Ngan Chamroeun expressed his sincere gratitude and wished everyone the four Buddhist blessings: Longevity, Nobility, Health and Strength. Thereby, he declared the EU DAR Project Closing Event concluded.

5. Conclusion of the Event

The EU DAR Closing Event was successfully completed with fruitful and lively discussions between participants and speakers on the experiences, lessons and challenges. It is noteworthy, that the event took place without any coordination issues or technical difficulties. The atmosphere of the event indicated sincere appreciation of EU DAR's accomplishments and a positive outlook on what is yet to come in the upcoming continuation measures of DAR.

6. Annexes

Annex 1 - Concept Note and Agenda of the Event



Implemented by



**(European Union) Project for Decentralization
and Administrative Reform
(EU) DAR
Closing Event
9th of April 2019
Raffles Hotel Le Royal**

1. Background

For many years, administrative and political powers in Cambodia have largely remained in the hands of the central government. However, the country is undergoing a process of change where governance structures and administrative procedures are being brought into line with the standards required of a development-oriented state.

In 2010, the government designed and approved the 10-Year National Program for Sub-National Democratic Development (NP-SNDD, 2010-2019). Complementary to the SNDD reform, the National Public Administrative Reform (NPAR) is led by the Ministry of Civil Service (MCS). Those two reforms go hand in hand.

The support of the European partners aims at strengthening the “demand- side” of governance by supporting citizens’ voices, welfare, rights and participation in decision-making as well as “the supply-side” of governance by supporting the state’s capacity to respond to, to manage and to implement reforms.

(EU) DAR project aimed to improve the capacity, management, governance and service delivery of selected SNAs so that they can fulfil their democratic development mandate in a more adequate way. The specific objective of the project is that SNAs and line agencies in partner districts and municipalities deliver public services in a more harmonised, responsive and accountable manner and selected services are being delivered. At the national level, (EU) DAR works with its partners to develop and test the policies and guidelines supporting SNAs in doing so.

(EU) DAR is commissioned by the German Federal Ministry for Economic Cooperation and Development, co-financed by the European Union and implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH; partnering with the Secretariat of the National Committee for Subnational Democratic Development (NCDD-S) and MCS.

Empowering SNA through tailor-made advisory services and technical coaching using the facilitated approach enhances sustainability by building the required capacity on district and municipality level and practically train the decision-making processes. Local subsidy agreements are used to subsidise districts’ and municipality’s initiatives to develop solutions for issues raised by citizens through ‘learning-by-doing’ experimentation of small-scale projects.

After three years of successful project implementation in selected districts and the municipality of Battambang and Kandal provinces, different policies have been tested and piloted in cooperation with NCDD-S and MCS. District administrations and councils are empowered to make holistic and fact-based decisions.

This closing event is used as a platform for - and from - partners to present results (“products”) and to discuss and share experiences and learnings also with districts and municipalities which have not been involved in (EU) DAR project implementation.

2. Objective

- Create visibility for the project, its experiences and its “products”
- Share experiences and “products” with districts outside the project pilot districts.
- Celebrate the closure, acknowledging the efforts and contributions of the main stakeholders.

3. Agenda

Time	Topic	Responsibility
07:45-08:15	Registration	(EU) DAR
08:15-08:25	Welcome, introduction and objective of closing event	MC
08:25-08:30	National Anthem	MC
08:30-09:45	<ul style="list-style-type: none"> • Welcome Remark by Ms. Bettina Gruber, GIZ Deputy Country Director (5mns) • Welcome Remark by Mr. Franck Viault, Head of Cooperation of the European Union (EU) Delegation to Cambodia (10mns, tbc) • Welcome Remark by Mr. Sascha Reebs, First Secretary of German Embassy in Cambodia (5mns) • Opening Speech by H.E. Thor Sethana, Secretary of State, MCS (10mns) 	MC
09:45-10:00	Impressions and testimonies of local stakeholders	Facilitator team
10:00-10:20	Coffee Break	(EU) DAR
10:20-12:00	Presentation of (EU) DAR “products” <ul style="list-style-type: none"> • Coordinated Service Delivery in Rotanak Mondol district • Performance Management System piloted in the One Window Service Offices of Battambang municipality and MOUNG RUESSAI district • Handwashing in Primary schools in Koas Krala and Samlout districts Question and Answers Interactive poll	Representatives from partner districts and ministries and (EU) DAR representatives
12:00-01:00	Joint Lunch	(EU) DAR
01:00-01:30	Poster exhibition of (EU) DAR results	Facilitator team
01:30-02:45	Presentation of (EU) DAR “products” (continued) <ul style="list-style-type: none"> • Public Order in Bavel district • (EU) DAR’s “Facilitated Approach” Question and Answers Interactive poll	Representatives from partner districts and (EU) DAR representatives

02:45-03:00	Introduction of EU DAR's internet presentation on NCDD-website with "product" subpages	
03:00-03:15	Coffee Break	(EU) DAR
03:15-03:30	Plenary poll on the presented "products"	Facilitator team
03:30-04:30	Closing panel "Our message to local self-governance bodies in Cambodia", including brief introduction to the next project phase from May 2019 on. <ul style="list-style-type: none"> • Representatives from NCDD-S • Representative from MCS • Representatives from Battambang and Kandal provinces • Representative from EU • Representative from the German Embassy • Representative from GIZ 	Facilitator team, MC
04:30-05:00	Wrap up and closing speeches <ul style="list-style-type: none"> - Ms. Maraile Görgen, DAR Program Manager - Mr. Franck Viault, Head of Cooperation of the European Union (EU) Delegation to Cambodia - H.E. Sak Setha, First Secretary of State, Mol 	MC

4. Participants

Participants will be representatives from the Ministry of Interior/ NCDD-S, the Ministry of Civil Service, the Ministry of Economy and Finance, partners from (EU) DAR Project in Battambang and Kandal Province including Provincial Deputy Governors, District Governors, D/M Council Chairpersons and heads of the WCCC. Representatives from the remaining 22 provinces in Cambodia, selected DPs and NGOs working with the SNDD reform and PAR as well as GIZ and (EU) DAR actors will be invited and join the closing event. In sum, around 250 actors from different governmental levels, institutions and stakeholder groups will be invited.

Annex 2 - Speeches

Opening Remarks by Ms Bettina Gruber, Deputy Director of GIZ Cambodia

Opening Remarks by Mr Frank Viault, Head of Cooperation of the European Union Delegation to Cambodia

Opening Remarks by Mr Sascha Reeb, First Secretary of the German Embassy Phnom Penh

Opening Speech by His Excellency Thor Sethana, First Secretary of the Ministry of Civil Service

Closing Remarks by Mr Franck Viault, Head of Cooperation of the European Union Delegation to Cambodia

Closing Remarks by Ms Maraile Görden, Project Manager of EU DAR

Closing Speech by His Excellency Ngan Chamroeun, First Secretary of the Ministry of Interior



Implemented by



(EU) DAR Program Closing Event

Opening Remarks by Ms. Bettina Gruber, GIZ Deputy Country Director

09 April 2019

- Excellencies from the Ministry of Interior/NCDD-S
- Excellencies from the Ministry of Civil Service
- Excellencies from the EU DAR Partner Provinces Battambang and Kandal
- Excellencies from Ministry of Economic and Finance
- Excellencies and representatives from other Provinces, Districts and Municipalities
- Representatives from EU DAR Partner Provinces, Districts and Municipality
- Representatives from EU DAR's commissioning parties, the EU Delegation and German Embassy
- Development Partners, NGO Representatives,
- EU DAR colleagues and distinguished guests.

On behalf of GIZ's country director Dr. Günter Riethmacher, also member of EU DAR's Political Steering Committee, I am very pleased to welcome you to this important event, the closing of the European Union Project for Decentralisation and Administrative Reform (EU DAR).

The current phase of the project will come to an end on 30 April 2019. It started with funds from the German Federal Ministry of Economic Cooperation and Development on 01 May 2016. On 01 July 2017, the EU joined the project with a co-funding and our today's EU DAR project was born. Many of you here in the room know EU DAR Project very well:

EU DAR is a small piece in a row of a long tradition of GIZ Projects to the support of Decentralization and Administrative Reform in Cambodia. The German Government has supported the decentralization process since it started with the introduction of the commune and Sangkats councils and the direct elections of the first members in 2002.



Since already 17 years, GIZ has been supporting the implementation of the decentralization and administrative reform, together with its partners, the Ministry of Interior, and from 2009, with NCDD-S as well as with the Ministry of Civil Service and its predecessor, the Secretariat of the Council for Administrative Reform of the Council of Ministers.

Many results and successes have been achieved: for example, subnational administrations have been built up at district level to serve citizens and deliver services to them. And many activities are still ongoing to ensure that all over the country and at all different levels of administrations, citizens' needs will be served in a transparent and responsible manner.

While the EU DAR predecessor projects such as ARDP and the EU SPACE Project focused the legal framework and policies for the subnational democratic development and public administrative reform, the DAR project, with its EU co-funding, brought the results of the previous projects into practice:

- Policies have been practiced and subnational partner districts advised and coached in performing their mandate.
- Lessons from policy implementation at subnational level have been discussed with partners at national level for nationwide roll-out/dissemination.
- Dialogue between the different levels of administration has been facilitated to deliver better services to citizens.

The long journey of GIZ together with its partners shows that fundamental changes to an administrative system not only need a lot of wind to sail forward but also need a long breath to succeed. Sustainable development cannot be achieved within a short period of time. Different steps relevant to foster change need to be carefully planned, implemented, revised and again practiced.

I am proud that GIZ is the trusted partner of the Royal Government of Cambodia and the German Federal Ministry of Economic Cooperation and Development to continue the journey with NCDD-S and MCS in the next three years to further engage in working on better service delivery for citizens.

But before concentrating of the new project, let us today jointly learn from the EU DAR experiences and let us create space for mutual learning, especially for those participants joining this event who have not yet been involved in EU DAR project.

I am wishing all of you a fruitful day, good discussions and a lot of learning. And, of course a happy Khmer New Year! Thank you very much!

European Union Project for Decentralization
and Administrative Reform (EU DAR)
Closing Event
9th of April 2019
Raffles Hotel Le Royal

Opening Remarks by Franck VIAULT – Head of Cooperation

H.E. Thor Sethana, Secretary of State, Ministry of Civil Service

Excellencies from the Ministry of Interior and the Secretariat of the National Committee for Sub-National Democratic Development

Mr. Sascha Reebs, First Secretary of the German Embassy in Cambodia

Representatives of Battambang and Kandal authorities

Ms. Bettina Gruber, GIZ Deputy Country Director

Representatives of sub-national administrations from around Cambodia

Development Partners, CSOs,

Distinguished guests,

On behalf of the European Union, I am pleased to be here with you today on the occasion of this very important day for our joint cooperation project, the EU DAR. I am impressed by the wide audience. So many of you are interested to learn from this project and committed to implementing the decentralization reform.

The European Union, as longstanding partner of the Royal Government of Cambodia and donor to the EU DAR, has been part of this journey for the past two years: an initiative that has promoted methodological innovation in capacity development and supported policy development and policy implementation through experimentation and learning exchanges.

This workshop is an opportunity to give recognition to the implementing partners for their commitment in making this project a meaningful contribution to the strengthening of local governance, in the context of decentralisation and deconcentration reforms.

Over the last two years, the EU has had the pleasure of participating in many of the events organized by the EU DAR in Phnom Penh and visiting project partner provinces, in Battambang and Kandal. What we take away from these two years of cooperation is the following:

- The value added of capacity development plans for sub national authorities designed around the specific needs of the authorities and of the communities. The EU DAR has demonstrated the added value of a demand driven, on the job modality of capacity development combined with tailor-made guidance from national authorities.
- Strengthening capacities to implement the general mandate is essential for sub national authorities to play their subsidiary role at the local level.
- Citizens-centered governance – with sub national authorities, service providers and concerned citizens joining hands – is key to ensuring quality and accessibility of services. Support to OWSOs, hygiene projects in schools, awareness raising campaigns are some of the good examples showcased by the EU DAR.
- Pilot projects, even of small size, can make a substantial contribution to push policy development processes forward.
- Last but not least, the importance of ensuring alignment of cross-government reforms (notably SNDD, PFM and PAR) and ensuring synergies with sector reforms.

We look forward to your thoughts on this during the workshop today.

Ladies and Gentlemen,

Governance reforms are very complex and their implementation requires an open exchange and active engagement of all the concerned stakeholders. There is a need to work more in synergy and capitalize on each other's experience and scale up successful practices.

This event has been designed as an opportunity to review lessons, disseminate knowledge and continue discussing solutions for sub-national governance and development. Cases for possible replication will be presented and resources developed by the EU DAR and partners will be shared. These have been designed in a way that makes them accessible and easy to use by non-partner sub-national authorities and other stakeholders.

Please help disseminate this knowledge to your administration and other local authorities, service providers and CSOs for testing and for further development where needed.

Your perspective and contribution is key to ensuring continuous relevance of reforms to the sub-national level, and also to inform development partners and implementing organisations' cooperation strategies, including our own European Development Cooperation Strategy for Cambodia.

I conclude my remarks here, wishing all of us a successful workshop and looking forward to a constructive discussion.

Thank you very much for your kind attention.

Franck VIAULT

Head of Cooperation

EU Delegation to Cambodia

Closing Event EU DAR on the 09.04.2019

Opening Speech by Sascha Reeb, First Secretary of the German Embassy

Your Excellency Thor Sethana, Secretary of State of MCS

Your Excellency Ney Kinsey, Deputy Head of NCDD-S

My dear colleagues Franck and Francesca from the EU Delegation and Maraile and Bettina from GIZ

Deputy governors and Excellencies,

Ladies and gentlemen,

The **decentralization** reform is **one of the three areas** of Germany's development cooperation with Cambodia beside Health and rural development. It has the oldest tradition of our cooperation, as we started our first joint project in 2003. I am very proud that it is today a joint European endeavor to support this reform. Franck just talked about the European Joint Strategy.

We support the decentralization process, because we see it as one mean to improve citizen participation in decisions which really care for them. The quality of the health center and schools, the dealing with waste, regional framework conditions to conduct small and medium business activities. People care about these decisions, as they directly affected their live.

Our support is **rooted** in the German experience with a **decentralized federal system** which follows the principle of **subsidiarity**. This means: Decisions shall be taken at the lowest level possible. The superior level shall only take action if tasks can't be fulfilled properly at the lower level. The idea behind: decisions fit better to the needs of the people.

When been asked about the **main difference of the decentralization process** in Cambodia and Germany I used to answer that it the **mindset**. **Germany** comes from a history, where different **independent principalities grew together** to one country. Each principality **fought to keep** a certain degree of **autonomy**. The same holds true for the European Union as supranational body, growing together from different countries. In **Cambodia** the decentralization process started from a situation where

competences have been highly centralized. The transfer of functions gives counselor **decision competences**, they **did not have before**.

When our German Deputy Minister on Economic Cooperation and Development visited Cambodia in February, Samdech Sar Kheng described the plan of the Royal Government to him, to successively increase the district fundings until 2023. So **increased decision competences** will soon also be accompanied, by **the ability to take financial decisions**.

The first phase of the EU DAR project supported districts in Battambang and Kandal to gain experiences in living their mandates. This closing event today shares the gained experiences to other subnational authorities to also allow them to benefit from lessons learned. I very much hope that the event today gives some inspiration to experiment with the new freedom, which the decentralization reform provides you.

**Opening Speech by H.E. Thor Sethana,
Secretary of State of the Ministry of Civil Service,
During the (EU) DAR Programme Closing Event**

9 April 2019, Raffles Hotel Le Royal, Phnom Penh

- H.E. Ngan Chamroeun, Secretary of State, Ministry of Interior,
- H.E. Chan Sothea, Undersecretary of State, Ministry of Interior,
- H.E. Chhy Vichera, Undersecretary of State, Ministry of Civil Service,
- H.E. Sou Arafat, deputy provincial governor of Battambang province,
- H.E. Nov Peng Chandara, deputy provincial governor of Kandal province,
- Mr. Franck Viault, Head of Cooperation of the Delegation of the European Union to Cambodia,
- Mr. Sascha Reeb, First Secretary of the German Embassy to Cambodia,
- Ms. Francesca Ciccomartino, Governance Attachee of the Delegation of the European Union to Cambodia,
- Ms. Bettina Gruber, Deputy Country Director of GIZ in Cambodia,
- Ms. Maraile Goergen, (EU) DAR Programme Director,

Dear Excellencies, ladies and gentlemen,

First of all, on behalf of the Ministry of Civil Service (MCS) and the NCDD Secretariat, which are the key partners of the (EU) DAR Programme, it is a great pleasure for me to warmly welcome you all to the Closing Event of the European Union Decentralisation and Administrative Reform Project and Decentralisation and Administrative Reform Programme today. I wish to emphasise to you all that the (EU) DAR Programme is the joint collaboration between the Royal Government of Cambodia and the Federal Government of Germany, which was originally implemented from May 2016 to December 2018 with funding support from the German Federal Ministry for Economic Cooperation and Development (BMZ) and co-funded by the European Union from July 2017.

Since the implementation timeframe was short (it was only two and a half years, from May 2016 to December 2018), the (EU) DAR Programme asked for an extension by four more months, starting from the 1st of January until the 30th of April 2019, thereby allowing it to finish remaining activities. Taking the opportunity of speaking to you today, I would like to inform you that after ending this programme on the 30th of April 2019, a new DAR Programme phase will begin. DAR Programme phase two will be funded by the BMZ, commence in May 2019 and last until 2022.

Delving further into what the (EU) DAR Programme has consisted of so far, I would like to stress the following. The Programme used synergies of the Sub-National Democratic Development Reform Programme (SNDD) and Public Administration Reform Programme (PAR) to empower sub-national administrations (municipal/district administrations) to improve public service delivery for citizens. To this end, the (EU) DAR Programme implemented its activities in line with the IP3, the Annual Work Plan and Budget of the

NCDD-S (AWPB) and the National Programme for Public Administrative Reform (NPAR 2015-2018), which is led and coordinated by the Ministry of Civil Service. The (EU) DAR Programme focused on public services delivered by sub-national administrations (municipal/district administrations) to citizens. In this regard the programme piloted national policies, rules and regulations in its partner districts and municipality, and in turn collected/documented lessons learned and experiences from the fields. Those experiences were shared with other sub-national administrations for further implementation as well as with the national level to be used as the basis for further consideration/development of additional policies and regulations to support the reform process.

In support to the SNDD, the (EU) DAR Programme implemented its activities in collaboration with the NCDD-S and a number of stakeholders. In regard to the Public Administration Reform, the (EU) DAR Programme worked with the Ministry of Civil Service. And at the sub-national level, the Programme worked with three selected partner districts in Kandal province and ten partner municipality/districts in Battambang province, as well as four other districts in Battambang, which are considered cooperation districts. In almost three years, from the beginning of its implementation in May 2016 to April 2019, the (EU) DAR Programme has achieved the following remarkable results:

- The (EU) DAR Programme provided its support to the implementation of permissive functions (esp. in its partner municipality/districts) to respond to the needs of local citizens. In this sense, local government advisers (LGA) of the (EU) DAR Programme were based in each partner district and municipality and made use of the facilitated approach to support and facilitate with each partner municipality/district to identify and implement functions/services, as needed by local citizens. Furthermore, (EU) DAR provided local subsidies to its partner districts and municipality, in order to implement those selected/prioritised activities/services. In addition, the programme also supported NCDD-S in collecting and documenting lessons, experiences and practical examples from the implementation, sharing them with other SNAs. A refresher training on permissive functions was provided to all districts and municipalities nationwide.
- The (EU) DAR Programme supported relevant preparations related to the functional assignment transfer, by supporting NCDD-S in coordination with sector ministries and institutions, conducting relevant studies and developing legal frameworks/instruments and other arrangements/preparations, supporting the functional assignment process. This included the development of the sub-decree on organisation and functioning of municipal/district administrations (involving the organisation of unified administrations and integration of line offices to be under municipality/district administration structure). Excellencies, ladies and gentlemen - as you are all aware - this is a complicated task and requires a lot of coordination/negotiation with sector ministries/institutions and a realistic timeframe. That is why, as you all have noted, the progress of this work is still slower than expected. NCDD-S, nonetheless, has tried its best to speed it up. Taking this opportunity, I would like to emphasise that the Ministry of Civil Service has tremendously contributed to this task, particularly in regard to the

development of rules and regulations related to the transfer of staff at sub-national level and has organised several dissemination workshops already.

- The (EU) DAR Programme provided its support to the operation of One Window Service Mechanism (a temporary mechanism for districts that do not meet criteria for establishing one window office) and worked with the Ministry of Interior (MoI) to develop a number of regulations and jointly conducted a feasibility study for establishing new one window service offices. Furthermore, partner municipalities/districts were supported to raise awareness to citizens on administrative services offered by those offices and provide training to staff of newly established One Window Service Offices. Moreover, the Programme supported the development of the guideline on procedures and operation of the One Window Service Mechanism and supported the dissemination of the guideline to more than 114 districts that have not yet had a One Window Service Office.
- The (EU) DAR Programme, in collaboration with the MoI, the MCS and the NCDD-S supported the development and piloting of the Performance Management System in the One Window Service Offices. Based on lessons learnt and experiences from the piloting, the Programme also supported the MCS in the development of rules and regulations (such as the Sub-Decree on the Implementation of the Performance Management System and the sub-decrees and toolkits on the development of job descriptions) and implementation of other key activities related to sub-national administration staff management and development (such as workshops on the development of positions and position descriptions for sub-national administration personnel which is jointly implemented with the MoI, the MCS and the NCDD-S).
- In another important task, the (EU) DAR Programme collaborated with its partner institutions (both at national and sub-national level) to collect and document all lessons, experiences and a number of practical examples resulting from the implementation and piloting at the sub-national level, and share them with other municipal/district administrations for implementation and as basis (for national level) to take into consideration for further development of new policies, rules and regulations supporting the reform process. The (EU) DAR Programme has so far organised five Learning Exchange workshops and this work, I think, is crucial for enhancing the knowledge and capacity of sub-national administrations to perform their work and to deliver better services to the citizens. That's why we invited other non-(EU)-DAR partner municipalities and districts [to attend this event] because this is the opportunity for them to learn from the Programme. In addition, such a sharing and learning event will also help to improve the capacity of stakeholders at the national level in terms of policy, rules and regulations development.
- Besides the mentioned points, the (EU) DAR programme supported and contributed in many other ways to this process.

On behalf of the partners here, I wish to congratulate you for all the fruitful achievements and outcomes of the (EU) DAR Programme, which have been achieved within the last three years and have tremendously contributed to the reform work of the Royal Government of Cambodia. The achievements reflect the concerted effort of all relevant actors present today. According to the planned agenda, the achievements and outcomes that I have just mentioned will be presented to you all in the subsequent sessions of this event. As such, I would like all of you to pay attention to these presentations and to consider which products can be applied in your respective municipality or district administration, projects or programmes and units or institutions. Please also consider, whether there are any gaps in the produced achievements that you wish to tackle or to be considered in the further implementation of the (EU) DAR Programme's second phase.

Once again, I wish to profoundly thank you all for your participation and collaboration in implementing the (EU) DAR Programme so far and especially for your participation in the Programme's Closing Event today. Lastly, I wish you the four Buddhist blessings: Longevity, nobility, peace and strength. With this, I declare the (EU) DAR Programme Closing Event officially opened.

Thank you.

Annex 3 - Presentations

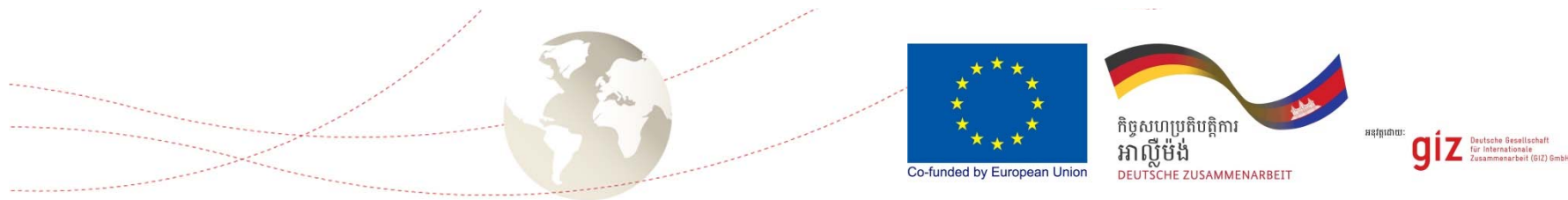
Presentation on the Performance Management System piloted in the One Window Service Offices of Battambang municipality and MOUNG RUESSEI district

Interactive quiz on handwashing and hygiene

Handwashing in Primary Schools in Koas Krala and Samlout districts

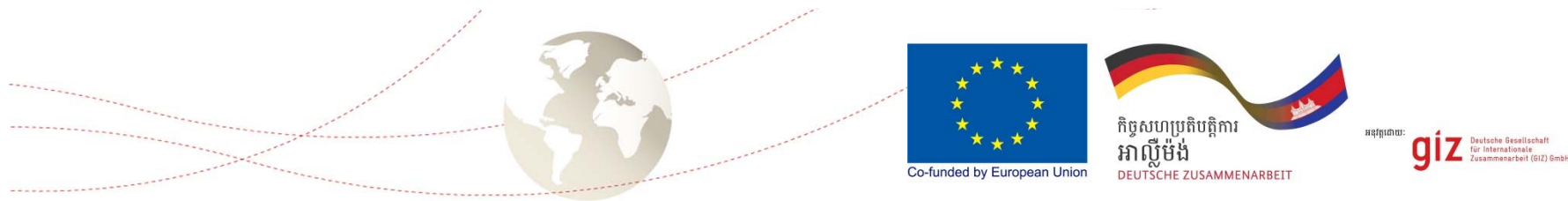
Presentation on handwashing and hygiene in schools by the Fit for School Initiative

Slideshow of covers of all presented products, including toolkit roll-ups that were presented during the event's intermissions



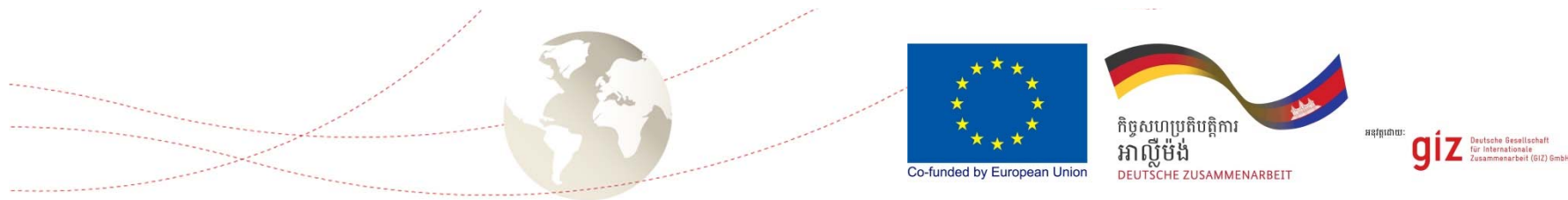
Piloting of Performance Management System in One Window Service Offices of (EU) DAR's Partner Districts

**By: Ms. Bin Bolen, Deputy Governor-Moung Russei District
Phnom Penh, 09 April, 2019**



1. Background

- Performance Management System (PMS) is a new introduced tool by the RGC in order to enhance the effectiveness, efficiency and productivity of public administrations at both national and sub-national level; thereby, to provide better service to citizens. Thus, it is indicated in the National Program for Administrative Reform (NPAR 2015-2018).
- The Political Steering Committee (PSC) meeting of EU DAR approved in April 2017 that the PMS's tools should be firstly piloted in OWSO.
- One Window Service Office (OWSO) of MOUNG RUSSEY district and OWSO in Battambang municipality of Battambang province, which are partner districts of GIZ/EU DAR, were selected for the piloting which started in the beginning of 2018 in both OWSOs.

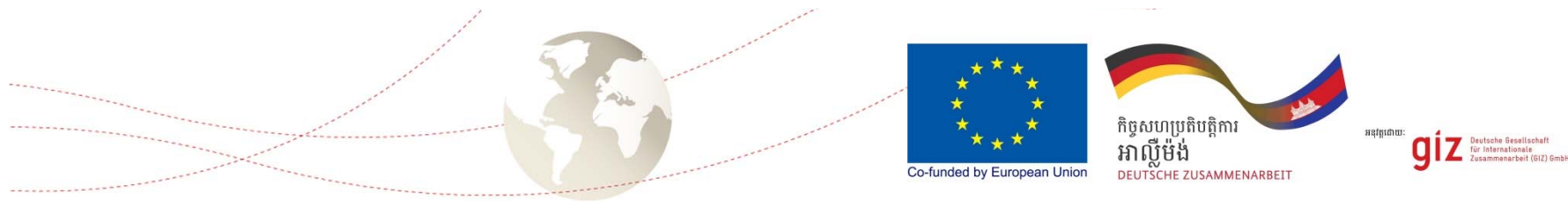


2. Preparations/arrangements for PMS piloting

- The inter-ministerial working group consists of representatives from Ministry of Civil Service, Ministry of Interior, Secretariat of NCDD-S and EU DAR, was formed to support PMS piloting process.
- Meetings of the working group to discuss on the preparations for piloting process such as training materials, coaching sessions, an official letter for piloting.... ect.

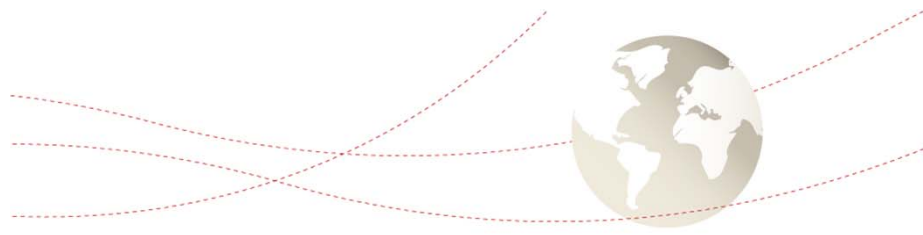
3. What is Performance Management System?

- PMS refers to a systematic process to manage and promote staff performance.
- According to PMS guideline, components/tools are as follows:
 - Annual work plan
 - Position description
 - Terms of reference
 - Attendance control
 - Performance report of individual staff
 - Performance Review
 - Staff evaluation/assessment



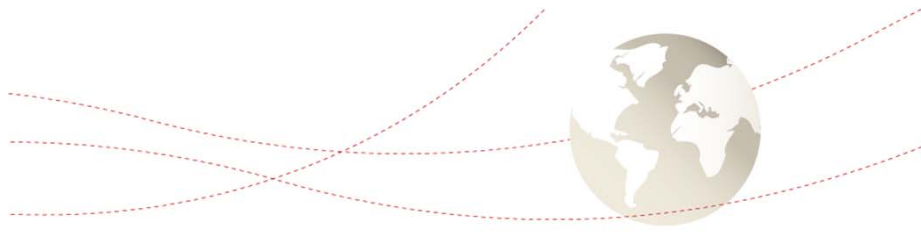
4. Support Activities for PMS piloting process

- Kick-off workshop in November 2017 to introduce PMS as well as to discuss on how to start up piloting
- A series of trainings on performance management tools to key relevant persons from OWSOs and SNAs
- A series of coaching and day to day on-going support to OWSO's staff on how to use PMS's tool
- Reflection workshop to collect lessons learnt and experiences from the piloting process



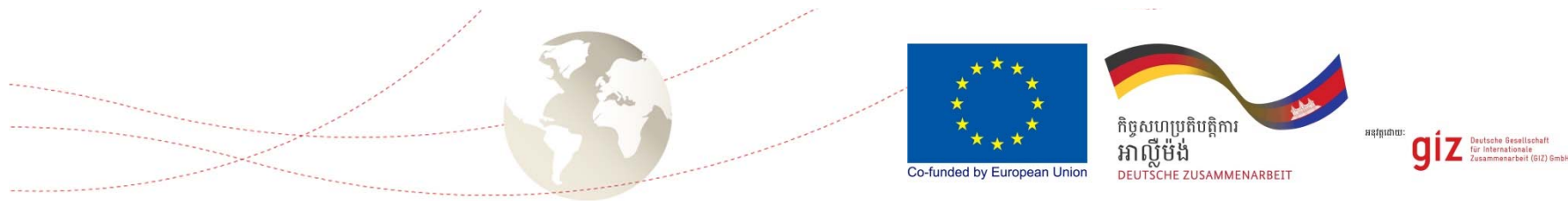
5. Practices of PMS tools by OWSO's management and staff

- Developed annual work plan of OWSO and adjusted the annual work plan to fit with the template indicated in PMS guideline
- Developed position description by reviewing roles and responsibilities of OWSOs
- Discussed, developed and agreed with staff on terms of reference
- Practiced attendant control for all OWSO's staff, including contractual staff
- Used performance reports of each staff for incentive allocation
- Conducted periodic performance review – to understand challenges of staff performance as well as to provide feedback, direction and instruction to staff
- Conducted annual performance assessment and agreed on new terms of reference



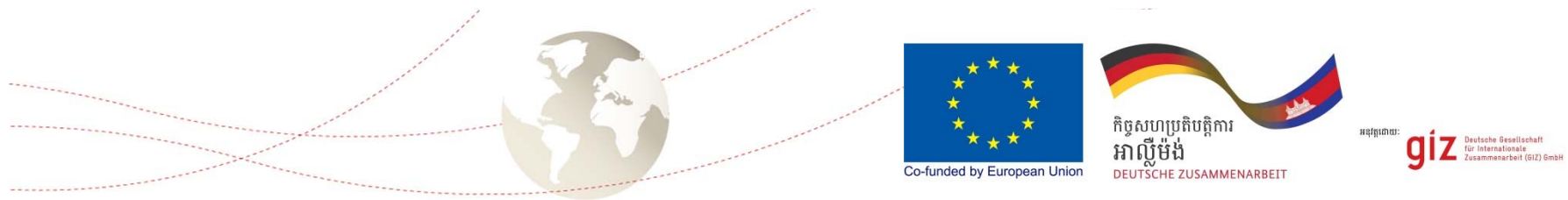
6. Lessons Learnt

- Key relevant staff of OWSO and SNA understand the importance of PMS tools, led to better improved and truthful relationship between supervisor and staff.
- PMS guideline required to be reviewed, revised and simplified to make it more practical and applicable.
- Official Letter for implementation PMS is a must first for further implementing PMS prior to relevant activities such as kick-off workshop and training sessions started
- Specific budget package for incentive for best performers as well as for capacity development shall be allocated to support the PMS implementation process.

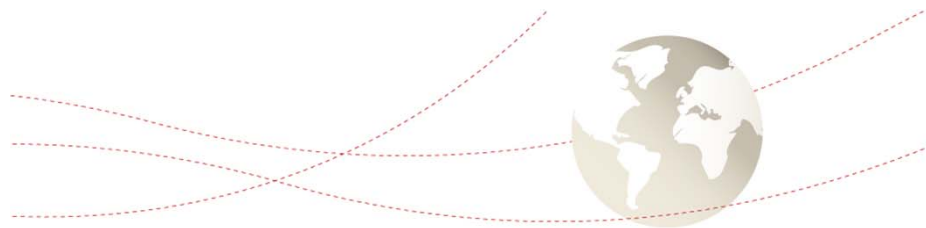


7. Other conditions to implement PMS effectively

- Availability of motivation, in terms of monetary and non-monetary incentives
- Procedure and process of non-monetary incentives shall be simplified and responded to real needs.
- Willingness, commitment and strong support of management level
- Training and coaching on how to use all PMS's tools provided to the implementers
- On-going support regularly to the implementer of PMS
- PMS shall be officially introduced and rolled out nationwide, only to OWSO



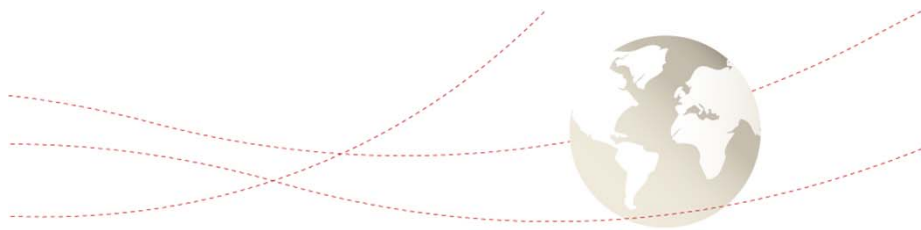
Thank you for your attention!



Implemented by



HANDWASHING QUIZ



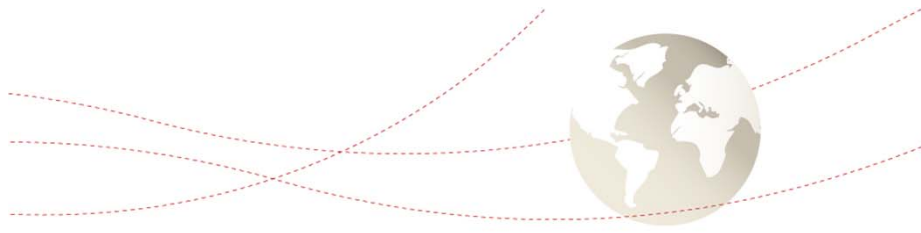
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What is the percentage of infectious diseases transmitted by hands?

30%

80%



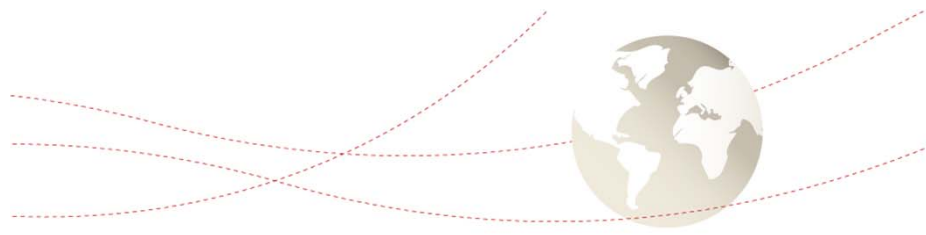
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Who washes hands more frequently?

Men

women



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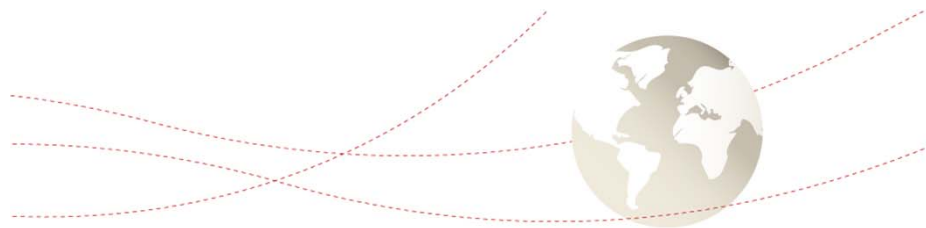
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How often do people wash their hands per day (average)?

< 5 times

10 - 15 times

> 20 times



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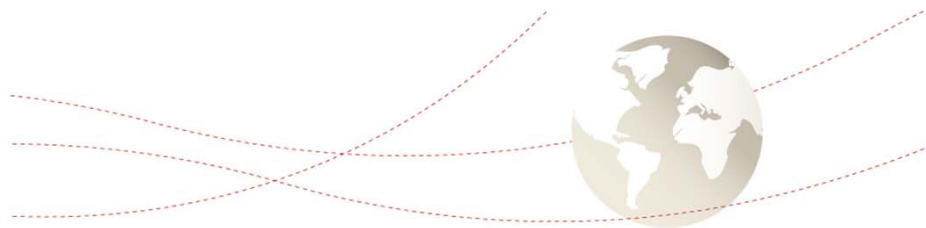
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How long should one wash hands to remove the germs?

10 seconds

20 – 30 seconds

1 minute



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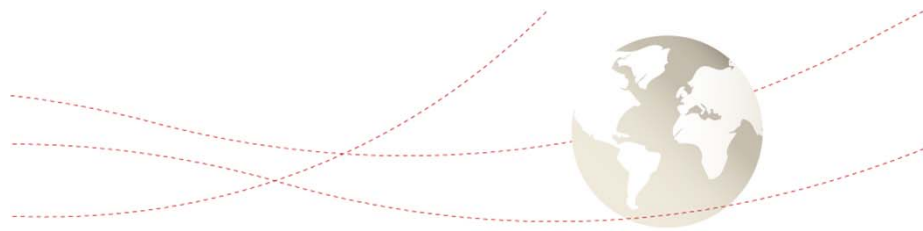


Handwashing in primary schools in Koas Krala and Samlout districts



What did Koas Krala and Samlout districts do?

- Confirm no objection from line offices that district administration and council may implement the project as permissive function
- Permissive function based on citizens' request (during annual DC forum and through WCCC)
- Coordinate with all stakeholders to jointly organize basic hygiene educational training
- Awareness raising among children, parents, teachers and administration



Implemented by



- Construct basic handwashing facilities
- Organize educational training
 - Teachers as key persons to educate on basic hygiene
 - Practical training in groups for children
 - Invite parents to an open school day to educate on basic hygiene
- Place posters with handwashing steps
- Integrate handwashing in the daily school routine:
 - as subject in lessons
 - as joint group activity before the meals
 - as subject in the morning ceremony



Handwashing facility in
Samrong Primary in
Thipadey commune,
Koas Krala district



Handwashing facility in
Sung 1 primary school in
Sung commune in
Samlout district



1) Who of you has already experience with this product?

- If you have already practical experience, please hold up the **green** sheet of paper.
 - If you have heard or talked about it but not been involved yourself, please hold up the **yellow** sheet of paper.
 - If this is new for you, please hold up the **red** paper.
- The question above needs to be asked after each product!

**Closing Event of
the European Union Project for Decentralisation
and Administration Reform (EU DAR)**

Raffles Hotel Le Royal, 09/04/2019



Handwashing in Primary Schools

Koas Krala district

Presented by : Mr. Khiem Ratha, Deputy District Governor

Working Steps

1

Students' parents and teachers

Raised concern over lacking of hygiene in schools
(many pupils had diarrhea)

2

Women and Children Consultative Committee

Reported the matter to the council for intervention

3

District council

The council discuss solutions and possible options
to create handwashing opportunities in the primary schools

4

Forming a working group

An interdisciplinary team was formed to carry out a field survey
To gather more information.

5

Study tour

The selected working group members led by the council chairperson made a study tour to Handwashing projects of The Fit for School Programme in two primary schools in Kampot province to learn the designs and advantages of different handwashing facilities....



6

Project Implementation

- Two Primary schools were selected (Vathanak Vichea and Samrong)
- Prepare budget proposal and Procurement...

7

Dissemination Forum

Two dissemination fora to promote handwashing and hygiene were conducted in the target schools with total 251 participants



**Thanks for
your attention.!**



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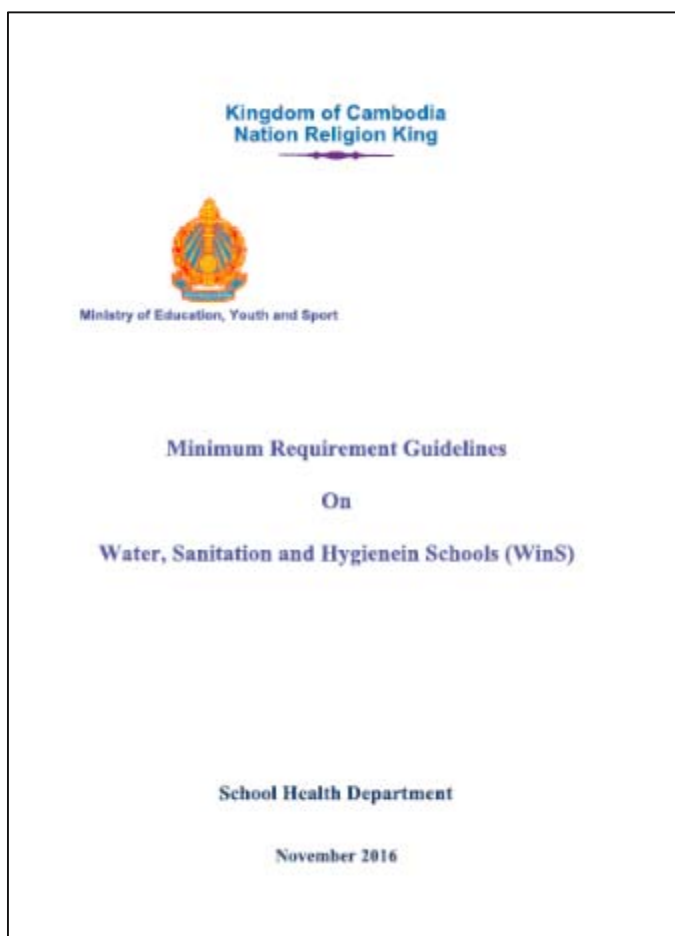
Fit for School in Cambodia



Indicator in Education Strategy Plan in Primary Education

Indicator	Baseline 2018	Target 2019	Target 2020	Target 2021	Target 2022	Target 2023
Percentage of schools with latrine	90.6	93.7	95.8	97.2	98.1	100.0
Percentage of schools with clean water	59.3	66.2	70.8	73.9	75.9	80.0
Percentage of schools with hand washing	56.7	60.1	62.4	63.9	65.0	67.0
Percentage of schools with First Aid box	54.0	66.2	74.3	79.7	83.3	90.5
Percentage schools with WAHS Minimum Standard (SDG4)						
Star 1	45.3	50.5	54.0	56.3	57.9	61.0
Star 2	22.4	23.9	25.0	25.6	26.1	27.0
Star 3	1.4	1.6	1.7	1.8	1.9	2.0
	69.1	76.1	80.7	83.8	85.9	90.0

Minimum Requirement Guidelines on Water, Sanitation and Hygiene in Schools



Category	(★) One-Star School	(★★) Two-Star School	(★★★) Three-Star School
Drinking Water	<ul style="list-style-type: none"> All students have safe drinking water at least 500ml per shift by bringing from home or from other sources. 	<ul style="list-style-type: none"> Safe drinking water is provided by the school, but irregularly and not for all students. Students need to bring water from home or other sources. 	<ul style="list-style-type: none"> Safe drinking water is provided by the school to all students at all times.
Latrines and Urinals	<ul style="list-style-type: none"> The school has 1 latrine for boys and 1 latrine for girls. 	<ul style="list-style-type: none"> School has more than 1 latrine for boys and 1 latrine for girls. At least 1 ramp latrine is accessible for students with disabilities. 	<ul style="list-style-type: none"> Latrine facilities meet national standards (100 boys per 2 latrines and 3 urinals, 100 girls per 3 latrines). Water for cleaning and flushing comes from an improved water source.* Sanitary pads are available for female students in emergency case. Girl's latrines have rabbit bins for Menstrual Hygiene Management. <p><i>*Improved sources are: piped water, protected wells, rain water, tube well</i></p>
Hand Washing Facilities.	<ul style="list-style-type: none"> A basic hand washing facility is next to each latrine or/and classroom. 	<ul style="list-style-type: none"> School has at least one functional group hand washing facility. School has schedule for daily group hand washing. 	<ul style="list-style-type: none"> More hand washing facilities are available for daily supervised hygiene activities. All students participate in daily supervised group hand washing. All students brush teeth every day. Water must come from an improved water source.* <p><i>*Improved sources are: piped water, protected wells, rain water, tube well</i></p>
Environment and Safety	<ul style="list-style-type: none"> All students participated in daily cleaning of school premise, classrooms, latrines, and hand washing facilities. No waste in school premise and classroom. School has at least one waste bin per classroom and latrine, and they are used. 	<ul style="list-style-type: none"> School has at least 2 waste bins separated (recyclable and non-recyclable solid waste). 	<ul style="list-style-type: none"> School must have the 3-systems to separate waste management (recyclable, non-recyclable, and organic waste). School has fence surrounding school grounds and a fence surrounding if it has the water pond. All students are allowed to consume only healthy and safe food in school.

Six factors for successful WinS Management

6 factors for POE/DOE to be successful WinS Leaders:

1. Integration of WinS in existing processes

2. Establish indicators

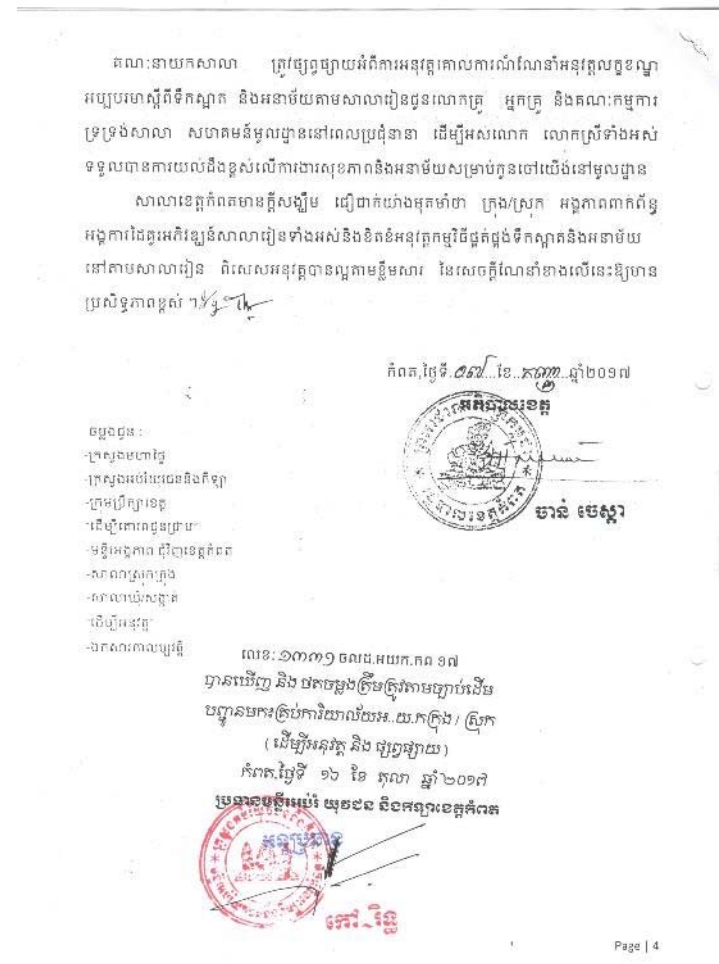
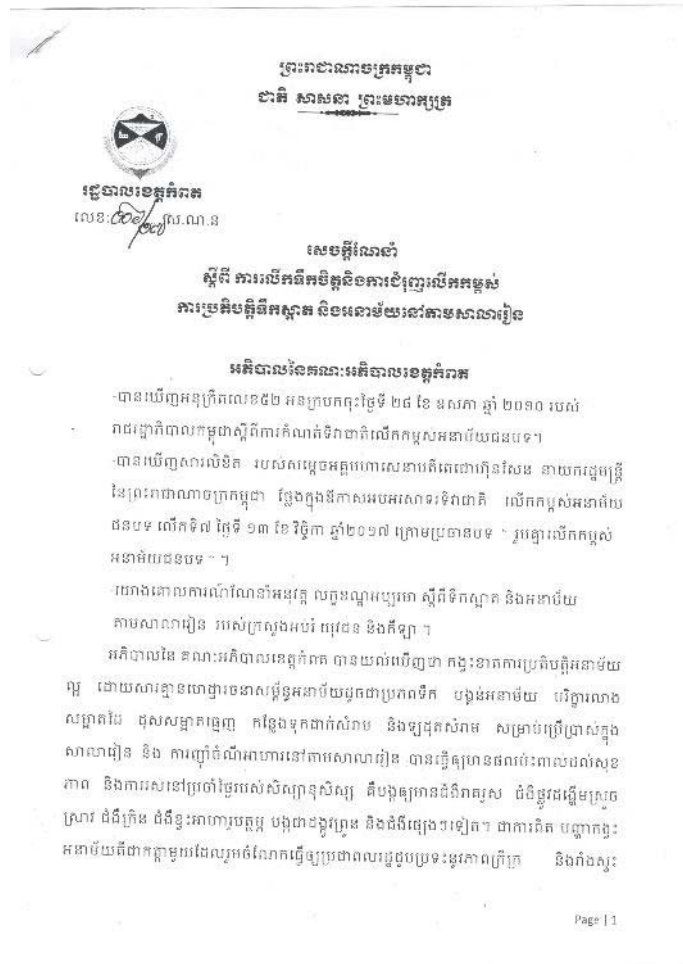
3. Commitment can drive scale-up

4. Building Capacities of DoEs, clusters and schools

5. Strong advocacy

6. Active School Based Management for Stakeholder Involvement

Guideline to encourage and force to improve on Water Sanitation and Hygiene from Kampot provincial governor



[illegible]

Group facilities for handwashing & toothbrushing



Group handwashing facility catalog



Guidelines for Daily Handwashing



Wet hands with running water.



Apply soap, create lather and rub all surfaces for 20 seconds.



Rub right hand over left and vice versa.



Rub palms together with fingers interlaced.



Rub the backs of fingers against the opposite palm.



Grasp thumb and rub with a twisting motion. Repeat for other thumb.



Rub left palm against the back of the right hand and vice versa.



Rinse hands with running water.



Dry hands in the air.



Do not use a towel! Towels become a source of infection after the first use. Dry hands in the air.



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www.fitforschool.international





Practical Experience on Improvement of Bavel Market Order



Presented by: **Mr. Lout Saly**, deputy governor of Bavel district

9th April 2019



1. Background

- ✓ Bavel market is the biggest and busiest market in Bavel district and is located directly on national road #57B. There has been an increase in number of trucks and other means of transport crossing this market to other districts and to the Cambodian-Thai border.
- ✓ Disordered selling, piled-up waste, un- and uploading goods and parking on the roadsides caused daily traffic congestions, mainly in the morning.
- ✓ Selling on the roadsides also caused conflicts between vendors selling inside and outside the market.
- ✓ Identified causes of the problems lie in the lack of managing, coordinating, and cooperating between market manager, local authorities and vendors





1. Background (continued)

- ✓ Citizens and vendors complained and requested an acceptable solution of the issues.
- ✓ District council decided and gave high priority to this issue by forming a working group to further study the situation.
- ✓ The results of the study show that the market has only 48 stores and 60 stalls while vendors outside the market have 145 stalls.



- ✓ The market itself has little space and the stalls aren't following the standard which led to increased street selling



2. The process of improving the public order

Establish a
Working
Group

- District council established the permanent working group of urban beautification
- The working group conducted a field survey on the issue / developed action plan and budget

Develop
the directive

- Prepared a directive of improving the public order in Bavel market
- Consultated with related stakeholders in Technical Facilitation Committee on the directive and action plan





2. The process of improving the public order (continued)

Review and approval

- The working group proposed the action plan and the directive in the agenda of council meeting
- District council approved on the action plan and the directive

Awareness Raising

- Dissemination of the directive through public forum, mobile loudspeaker, and communication materials
- Raise awareness of vendors and citizens directly

Evaluation and monitoring

- Summarized report / conducted reflection meeting / and next plan identification (e.g issuing a Deika)
- Regularly report to district council and BoGs





3. Key Achievements

- ✓ Developed a directive of improving the market order;
- ✓ Good cooperation from key line offices, local authorities, citizens and vendors
- ✓ Communication materials for educating vendors/ citizens are designed and available for sharing with interested actors;
- ✓ Affected vendors/ citizens were engaged and actively participated by moving back their roof extension over the road corridor, concrete floor, their merchandise, and de-installed big umbrellas from national road;
- ✓ Street vendors and mobile street vendors have reduced their selling from the national road.
- ✓ Waste collection company more regularly picks up waste from the market resulting in a cleaner market place. Citizens highly appreciate the cleaner market.
- ✓ The traffic condition is improved.



The situation of street selling, parking, and waste before and after improving





4. Success Factors

- ✓ Increased engagement from concerned stakeholders through establishing interdisciplinary working group and meeting regularly;
- ✓ Strengthened the responsibilities and duties of the working group;
- ✓ Accurate information on actual situation of the market collected by the working group;
- ✓ Consulted with involved actors incl. representatives of line offices, affected vendors and citizens while developing the directive, therefore no negative reaction from the involved actors.
- ✓ Conduct regular awareness raising of vendors and citizens, and monitor the situation;
- ✓ High commitment from the working group and vendors;
- ✓ Good encouragement from district council and follow up



5. Challenges

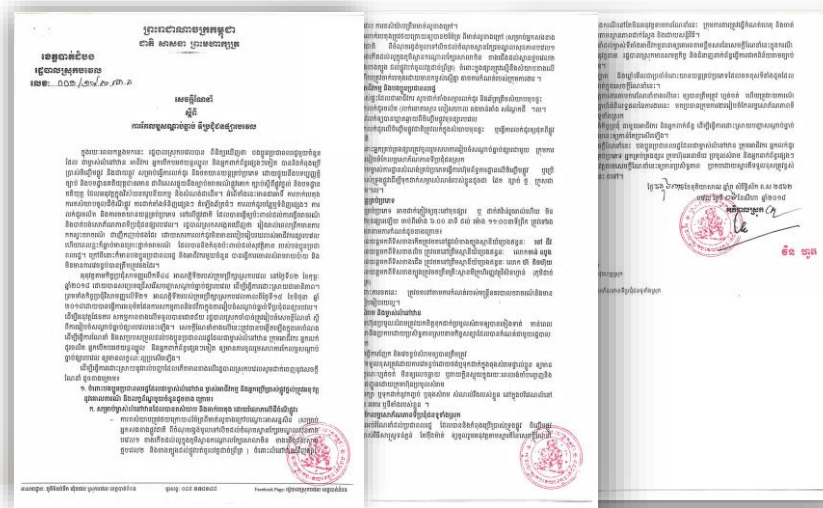
- ✓ Bavel market has not enough space for rapidly increasing number of vendors
- ✓ Management and decision-making of the market are not a clear task of the district administration.





5. Suggestions

- ✓ Should form a working group to be specifically responsible for the market order with clear responsibilities.
- ✓ Should develop a directive or a Deika in a participatory manner to regulate the order.
- ✓ District administration should have the full function to manage and decide on issues related to the public market.
- ✓ Directly field dissemination, coordination, and evaluation of the public order.
- ✓ In-dept understanding the situation and engagement of all relevant stakeholders.





6. Sustainability Plan

No	Main Activities	Date	Responsible People
1	Monitoring and evaluation on venders who have changed and not changed their attitude based on the directive.	01/11/2018 to 31/12/2019	UBWG
2	Regularly meeting of the working group	Every two months	UBWG
3	Continue dissemination, introduction, and facilitation with venders and citizens in the market and other markets of Bavel district	From 2019	UBWG
4	Developing a Deika of improving the public order in Bavel district	From 2019	UBWG

Note: Urban Beautification Working Group (UBWG)

ទីប្រជុំជនផ្សារមានសណ្តាប់ធ្នាប់ដោយសារការចូលរួមពី អាជីវករ និងប្រជាពលរដ្ឋ



រៀបចំដោយ៖
រដ្ឋបាលស្រុកបរវេល

គាំទ្រដោយ៖



ទីប្រជុំជនផ្សារមានសណ្តាប់ធ្នាប់






ការលក់ដូរមានសណ្តាប់ធ្នាប់

- យើងត្រូវដាក់តាំងទំនិញ ឬសម្ភារៈលក់ដូរ ត្រឹមសំយ៉ាបមុខផ្ទះ ផុតពីចិញ្ចើមផ្លូវ
- ចិញ្ចើមផ្លូវ និងផ្លូវថ្នល់ត្រូវប្រើប្រាស់សម្រាប់តែការលក់ដូរធម្មតាតែប៉ុណ្ណោះ ដោយឡែកពីផ្លូវថ្នល់ មិនមែនកន្លែងដាក់តាំងទំនិញនោះទេ

ការចត ឬឈប់យានជំនិះមានរបៀបរៀបរយ

- យើងមិនត្រូវចត ឬឈប់យានជំនិះ តាមផ្លូវ ចិញ្ចើមផ្លូវ និងផ្លូវសម្រាប់ថ្មើរជើង ខុសពីទីតាំងកំណត់របស់អាជ្ញាធរមានសមត្ថកិច្ច
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ការទុកដាក់សំរាមបានត្រឹមត្រូវ

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- យើងត្រូវទទួលខុសត្រូវ ដោយការដេញដូរដោយចង់ ឬទុក ដាក់ក្នុងធុងសំរាមផ្ទាល់ខ្លួន

មើឱ្យទីប្រជុំជនផ្សារយើងមានសណ្តាប់ធ្នាប់ យើងត្រូវចូលរួមចំណែកក្នុងការរៀបចំការលក់ដូរ ចត ឬឈប់យានជំនិះគ្រប់ប្រភេទ និងទុកថាវាសំរាប់មានរបៀបរៀបរយ

រៀបចំដោយ៖
រដ្ឋបាលស្រុកបរវេល

គាំទ្រដោយ



Thank you !

“Which of the presented products do you consider the most valuable one for local self-governance in Cambodia?”



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Improving Handwashing in Schools



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Awareness raising and Service Improvement of One Window Service Offices (OWSO)



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Awareness raising and Service Improvement of the Ombudsperson



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Supporting Community Pre-Schools



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Improving Food and Drink Hygiene in Schools



Co-funded by the European Union



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Awareness raising on Solid Waste Management



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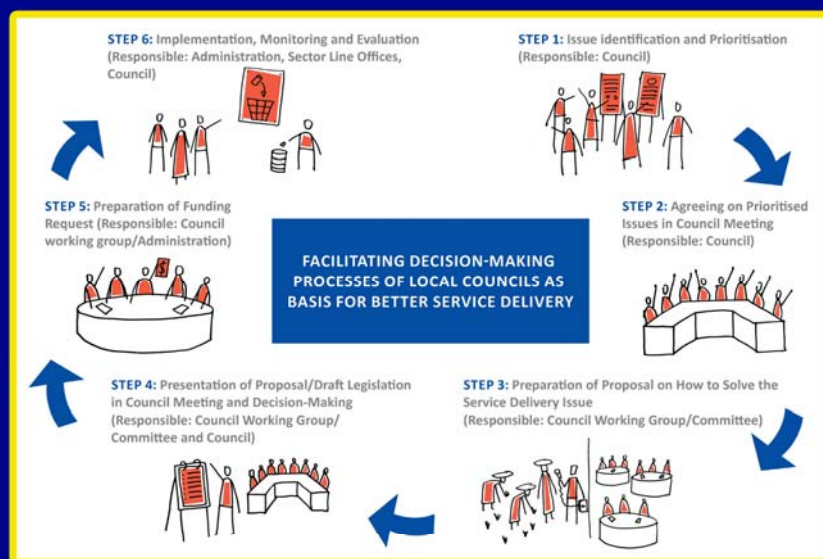


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អាល្លឺម៉ង់
DEUTSCHE ZUSAMMENARBEIT

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The Facilitated Approach Toolkit: Facilitating decision-making processes of local councils as basis for better service delivery



Implemented in EU DAR's Partner Districts and Municipality

Battambang Province, Cambodia
February 2019

European Union Project for Decentralisation and Administrative Reform (EU DAR)

European Union Project for Decentralization
and Administrative Reform (EU DAR)

Closing Event

9th of April 2019

Raffles Hotel Le Royal

Closing Remarks by Franck VIAULT – Head of Cooperation

EU Delegation to Cambodia

*H.E. Ngan Chamroeun, Secretary of State of the Ministry of Interior and Head of the Secretariat
of the National Committee for Sub National Democratic Development,*

Ms. Maraile Görgen, EU DAR Program Manager

Excellencies, Representatives of the Royal Government of Cambodia

Representative of sub national authorities,

Development partners, CSOs,

Distinguished guests,

Ladies and gentlemen

The European Union Project for Decentralization and Administrative Reform (EU DAR) has showcased the positive results of a joined up approach between national and sub-national authorities, local services providers and communities. This coordination is critical for local governance, service delivery and sustainable development when district authorities will start working as unified administrations. This is an important undertaking that will possibly create better and more opportunities for participatory governance and a responsive, transparent, accountable delivery of public services where these matter the most, the closest to the right holders, i.e. the citizens.

The Royal Government of Cambodia has been taking very important initiatives lately, with the launch of consultation and coordination platforms that bring together government and civil society organisations. I express a wish for the Royal Government to capitalize on the resources these platforms make available, and step up efforts in making them spaces for meaningful engagement on governance and development. The primary responsibility to ensure an enabling environment rests with the state.

I am glad to know that the next phase of the DAR project envisages working more closely with civil society actors as a way to facilitate supply side outreach to citizens. EU funding to the DAR project will run out by the end of this month but I hope the EU will be in a position to join hands with the next phase of the DAR project in the near future, and scale up efforts on that front.

There is no decision from our Headquarters on new possible funding and we will need to be a bit more patient. In any event, our dialogue and cooperation on governance reforms with the Royal Government of Cambodia, the Development Partners and the CSOs continue in the framework of the SNDD Technical Working Group and the EU programme in Cambodia.

I take the opportunity to convey special thanks to H.E. Ngan Chamroeun for taking time out of his busy agenda to join us at the closing session of our workshop. Your insights and guidance, Excellency, in the implementation of the project have been extremely important. We would appreciate if you could also convey our thanks to H.E. Sak Setha, First Secretary of State of the Ministry of Interior.

I shall also renew my appreciation for the hard work of the Secretariat of the National Committee for Sub National Democratic Development, the Ministry of Civil Service, Battambang and Kandal authorities in the implementation of the project, and for the participation of so many stakeholders today.

Last but not least, sincere thanks to GIZ and the EU DAR team for their facilitation and expert insights in making this project successful and a valid contribution to the cooperation between the EU and the Royal Government of Cambodia in SNDD reforms.

We value this partnership and cooperation very much. As announced this morning, we are starting the drafting of our new European Joint Strategy to support the Royal Government of Cambodia from 2020 and beyond, and we will certainly draw from the workshop to shape our support strategy.

Thank you for your attention

Franck VIAULT,

Head of Cooperation

EU Delegation to Cambodia



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(EU) DAR Program Closing Event

Closing Remarks by Ms. Maraile Görge, GIZ DAR Program Manager

09 April 2019

- Excellency Ngan Chamroeun, Excellency Chan Sothea from the Mol/NCDD-S
- Excellency Thor Sethana, Excellency Chi Vichara, Excellency Soum Saroeurn from the Ministry of Civil Service
- Excellency Nov Peng Chendara, Deputy Governor Kandal
- Excellency Sou Arafat, Deputy Governor Battambang
- Excellencies and representatives from other Provinces, Districts and Municipalities as well as from the national level
- Representatives from EU DAR Partner Provinces, Districts and Municipality
- Franck Viault and Francesca Ciccomartino, European Union Delegation to Cambodia
- Sascha Reeb, German Embassy,
- Development Partners, NGO Representatives,
- EU DAR colleagues and distinguished guests.

I still remember like it was just yesterday that one of your first joint activities was to formulate a common vision for our project. Our vision became

“Local Governments provide better services for citizens”.

The vision was and is not only the objective we are aiming for in the last three years, but it also became the brand and, of course, the spirit of EU DAR.

Whether we jointly worked at subnational level with partner districts and municipality to strengthen for example their general mandate or we discussed with colleagues from



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national level how to introduce PMS in OWSO, the focus of our work always was to serve the needs and demands of citizens.

It made me proud to manage a program which had and still has such a meaningful and important objective. And it made me even more proud and, of course, happy that I had the opportunity to daily work with such a great team at NCDD-S, MCS, at the provincial and district level in Kandal and Battambang as of course with my great and lovely GIZ colleagues.

Closing the project today, I would like to use the opportunity to encourage partners and representatives from districts and municipalities from all over the country to make use of the EU DAR lessons and products developed and presented today. I sincerely hope that all the EU DAR material you find on your USB sticks and on the NCDD website will be of good service for you to provide transparent and accountable services to citizens!

This is what it is all about, contributing to better services to citizens and hence their wellbeing. And who does not like to see happy citizens?!

Having said this, I like to thank everybody who was involved and interested in the project and who contributed to its success. Let us celebrate our joint efforts and work!

I would like to give a big clap to our partners from national and subnational level for the excellent cooperation and joint work we did. May I kindly ask you to stand up, Excellencies, ladies and gentlemen, dear friends to let the audience clap for you.

A big applause and of course also thanks go to my second family, the EU DAR GIZ team. I call my team my family for two reasons: First, we of course became really close during the last 3,5 years and got to know us very, very well (sometimes even too well 😊). Second, I think that I spent much more time with my project family than with my real family. I love to have two beautiful families. Dear all, please stand up for your applause.

With this I would like to end my speech. Once again thank you very much to everybody who closely worked with EU DAR! Please kindly keep serving citizens' needs even though the current DAR program will end this month. You all have the possibility, ability and capacity to make citizens' life better. Thank you very much!

**Closing Speech by H.E. Ngan Chamroeun,
Secretary of State of the Ministry of Interior,
During the (EU) DAR Programme Closing Event
9 April 2019, Raffles Hotel Le Royal, Phnom Penh**

- H.E. Thor Sethana, Secretary of State of Civil Service,
- H.E. Chan Sothea, Undersecretary of State, Ministry of Interior,
- H.E. Chhy Vichera, Undersecretary of State, Ministry of Civil Service,
- H.E. Sou Arafat, deputy provincial governor of Battambang province,
- H.E. Nov Peng Chandara, deputy provincial governor of Kandal province,
- Mr. Franck Viault, Head of Cooperation of the Delegation of the European Union to Cambodia,
- Mr. Sascha Reeb, First Secretary of the German Embassy to Cambodia,
- Ms. Francesca Ciccomartino, Governance Attachee of the Delegation of the European Union to Cambodia,
- Ms. Bettina Gruber, Deputy Country Director of GIZ in Cambodia,
- Ms. Maraile Goergen, (EU) DAR Programme Director,

Dear Excellencies, ladies and gentlemen,

At the outset, on behalf of the NCDD Secretariat and the (EU) DAR Programme's Political Steering Committee, it is a great pleasure for me to extend my warmest welcome to you all. I thank you for participating today in the Closing Event of the European Union Decentralisation and Administrative Reform Project and the Decentralisation and Administrative Reform Programme. These excellent initiatives, which have been implemented by the German International Development Cooperation, GIZ.

In the three years of the (EU) DAR Programme's implementation, which lasted from May 2016 to April 2019, we have witnessed several major achievements and impressive outcomes. A fact, which has been highlighted by His Excellency Thor Sethana, Secretary of State of Civil Service, during the opening remarks this morning, and by the presentations of the products of the (EU) DAR Programme which we have been able to enjoy during the day. I take this opportunity to congratulate the (EU) DAR Programme on these major achievements and outcomes. I also offer my sincere appreciation to the teams at the national and sub-national level and the other stakeholders, for their participation and collaboration in implementing this programme. It is you, who have made it possible to achieve these outcomes and meet the proposed targets.

Then there is the Federal Government of Germany, to whom I want to express my deep gratitude for their continued trust in the Royal Government of Cambodia (RGC) and their support for the implementation of the second phase of the DAR Programme, which is due to be implemented from May 2019 to 2022. At last, I want to thank the European Union as well, for having been a key partner in the sub-national democratic development reform process and for having provided funding support to the (EU) DAR Programme. I sincerely

hope, that the EU will also continue its support for this crucial process in the programme phase to come.

I take this opportunity to briefly emphasise, that it is the strong collaboration of the NCDD-S, the Ministry of Civil Service (MCS), the (EU) DAR Programme's partner municipalities/districts and other stakeholders involved in the implementation of the Programme's activities, which have made the remarkable progress towards decentralisation and administrative reform possible. Of course, progress in some activities and tasks was slow. But we also achieved several activities and tasks as planned and some even ahead of time.

Examples, of what has been achieved with fairly good results includes: (1) Promoting the implementation of permissive functions by sub-national councils, which in turn helped empower and enhance the capacity of sub-national administrations (SNAs) to meet the needs of local citizens; (2) Supporting the introduction of the One Window Service Office and the One Window Service Mechanism (a temporary mechanism for districts that do not meet criteria for establishing one window office), which brings together administrative services; (3) Piloting the Performance Management System at the One Window Service Office and developing rules and regulations related to sub-national level personnel, (4) Collecting, documenting and sharing lessons learned from the implementation of the Programme's aimed and achieved improvement of service delivery for citizens and other tasks related to local governance. I could continue listing many more achievements for a while.

However, we also experienced interruptions in some of the proposed tasks. Such as those related to the functional transfer process, which to date has not produced any major results, despite all undertaken efforts. Both the NCDD-S and the (EU) DAR Programme team tried hard to push this task gradually forward and explored every avenue to make progress on this front. As His Excellency Thor Sethana mentioned in his remarks this morning, the functional transfer process remains complicated and requires a lot of coordination and an appropriate time frame. This means that we need to handle this challenge with care and patience. It needs to be tackled step by step, so as to ensure the smooth and effective implementation of the transferred tasks, as well as to minimise risks, which potentially could affect the government's entire reform process.

I wish to stress that at the present time some sectoral ministries/institutions are expressing concern about the quality of services in their respective sectors, when these services are transferred to sub-national governments. In general, these entities should not be too concerned though. Since when a function is transferred, the resources, budget and key responsible personnel for implementing that function or delivering that service will also be transferred along. As mentioned above, we can understand that some ministries/institutions/sectors still do not clearly understand the functional transfer and have not discussed and agreed internally on how to approach this process. To sum up, this task requires a lot of patience and coordination from NCDD-S, to make sure that discussions are held at both technical and political level in each ministry, institution and sector, and discussions with NCDD-S and other stakeholders, such as the Ministry of Civil Service and the Ministry of Economy and Finance (MEF), are undertaken as much as possible, to ensure robust progress on this task. (At last, we prefer a late but strong functional transfer, which does not move backward!)

In addition to the already stated, I wish to inform you about some of the changes in the objectives, strategies and approaches to this task. NCDD-S, in collaboration with the (EU) DAR Programme, drafted a sub-decree on the organising and functioning of the municipal/district administrations, in line with the unified administration concept and allowing the integration of technical sectoral offices in municipalities/districts under the municipal/district administration structure. I inform you that the NCDD-S has changed its thinking and approach to this task. We felt that a primary step for functional transfer is to first consider transferring district/municipal line offices and then consider what functions are being implemented by these offices. Next, we can raise the question of which other functions will be transferred by the national level (sectoral ministries/institutions) in stages and one after another to sub-national administrations (that will be implemented by those transferred sectoral offices) to meet the real needs of citizens.

The NCDD-S is optimistic about this progress and is now trying to make sure that this task (sub-decree) will be completed and finalised in 2019 so that its implementation can begin from early 2020. Once again, on behalf of the NCDD-S, I call on all development partners who have supported the implementation of the sub-national democratic development reform in the past, to continue their support for this task, so as to achieve the results as expected.

Your Excellencies, ladies and gentlemen,

In regard to the achievements and outcomes made by the (EU) DAR Programme, I wish to offer some recommendations as follows:

- Municipal/district administrations (especially non-EU-DAR-partners) should learn some practical examples and experiences from this Programme and consider what lessons learned and practical examples are appropriate for application in their respective municipal/district administrations. Each municipal/district administration can communicate directly with those municipal/district administrations to learn more, if they organise study tours to share experiences related to how services are delivered to citizens. Municipal/district administrations can also communicate with NCDD-S, MCS and other stakeholders directly to ask for clarification and support, as deemed necessary. I furthermore encourage the sharing and dissemination of lessons learned and best practices in general, including through the websites, social media and newsletters of the NCDD, the MCS and the other relevant entities.
- For the small number of partner districts, which have not been selected as partner districts in the (EU) DAR Programme's second phase, I advise to continue the efforts, which have been begun during the (EU) DAR Programme and consider applying other lessons learned and practical examples from other districts.
- For the stakeholders at the national level (particularly the NCDD-S and the MCS), it is essential that they continue to pay thorough attention to the learning and reviewing of the imparted lessons, as they represent the basis for the two institutions to develop the new policies and rules and regulations, which will support the reform process. They are also advised to share and disseminate their experiences with other bodies, to further expand the scope of implementation.
- The (EU) DAR Programme's second phase should continue to focus on service delivery by SNAs and continue to support several key tasks, such as: implementing

optional functions, functional transfer, support for the operation and service delivery of the One Window Service Mechanism, implementing tools and approaches related to human resource management and development, service delivery related tools, and so forth. Meanwhile there also is a need to focus more on the demand side related to civic engagement and the performance of the ombudsman office. Moreover, I recommend some approaches adopted by the current (EU) DAR Programme to be included in the follow-up programme of (EU) DAR. These include: coordination with municipal/district administrations to identify and implement functions/services needed by citizens, introducing and piloting rules and regulations and tools, documenting lessons learned, good practices and examples, and sharing those lessons learned and good examples with other SNAs for implementation and with the national level for consideration in developing policies. Indeed, delivering training is a key activity for developing SNA capacity. Nonetheless, training alone is not sufficient. Facilitation, coaching, backup support and exchange of lessons learned, as well as the setting of good examples, are essential to the improvement of SNA capacity and a precondition to the efficient implementation of tasks and functions. In this regard, I suggest DAR Programme Phase 2 to continue to organise as many awareness fora and lessons learned exchanges as possible. With a special emphasis on strengthening the implementation capacity of SNAs to deliver tasks and services delivery in a way, which will respond to the real needs of citizens in collaboration with the association of sub-national councils.

Once again, on behalf of the NCDD-S, the MCS and the (EU) DAR Political Steering Committee, I want to express my sincere gratitude to you, for taking your valuable time to participate in this (EU) DAR Project Closing Event. Last but not least, I wish you all the four Buddhist blessings: Longevity, nobility, health and strength. Herewith, I now declare the (EU) DAR Project Closing Event as concluded.

Thank you.