

SPACE

Strengthening Performance, Accountability and Civic Engagement



Consolidated Report on Testing of Technical Document on Council Meetings

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December 2011

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Abbreviations

Mol	Ministry of Interior
NCDD	National Committee for Sub-National Democratic Development
NCDDS	National Committee for Sub-National Democratic Development Secretariat
SPACE Program	Strengthening Performance, Accountability and Civic Engagement Program
TD	Technical Document on Council Meetings
BoG	Board of Governors
AD	Administration Director
IP3	3-year Implementation Plan
NP SNDD	National Program for Sub-National Democratic Development
RGC	Royal Government of Cambodia

I. Introduction

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

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

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

The NCDD-S with technical support from the EU SPACE Program, whose main objective is to strengthen the newly elected councils at Provincial, Municipal and District level, has developed a Technical Document on Council Meetings (TD) in order to improve effectiveness and quality of sub-national council meetings.

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

1. The Draft of the TD on Council Meetings incorporating mechanisms and tools for sub-national councils to effectively deliberate and promote civic engagement was developed by NCDD-S with technical support from EU SPACE.
2. The TD was tested with 8 EU SPACE target councils in Battambang and Kampong Chhnang Provinces:

No.	Battambang	Kampong Chhnang
1	Provincial council	Provincial council
2	Municipal council	Municipal council
3	Sangke district council	Kampong Tralach district council
4	Ek Phnom district council	Boribor district council

This report summarizes the results of the testing period with the councils¹ (from July to September 2011) on the TD on Council Meetings.

II. Executive Summary

Having modeled the TD and conducted numerous coaching sessions with the target users, the coaches have observed significant results and progress among coachees.

Firstly, councilors, Board of Governors (BoG) and administration directors (ADs) have assessed the TD on council meetings as a very useful and easily understandable tool to increase the quality of their meetings. Additionally, councilors appreciated that NCDD-S invited them to join the consultation on the TD during the pre-training conducted in Battambang Province. They were highly motivated to provide comments and feedback to improve the different parts of the TD, and most of the councils' recommendations were considered in the second draft.

Coachees (councilors, BoGs and ADs), especially councilors, appreciated and participated actively in the coaching sessions. Furthermore, councils voluntarily tested most of the proposed options in the TD to increase effectiveness of their meetings through being more participatory. In this regard remarkable progress has been observed (see subsequent headings).

In conclusion, after three months of modeling the TD, it can be said that council meetings did improve with more discussions having taken place; councilors feel encouraged to ask questions to the governor and administration director; and some councils made their first decisions. Although the results are remarkable for this short period of time, the capacity of the council is still limited and further coaching in a number of areas is still necessary.

III. The modeling process

3.1 Development of TD

Strengthening sub-national councils is the core task of Output3 of the EU SPACE program.

¹ Councils: In this document, councils refer to target councils of SPACE Program in Battambang and Kampong Chhnang province.

Since the beginning of the program, NCDD-S together with EU SPACE program staff developed and discussed on the preparation of TD Draft 0. This Draft 0 was consulted with target users of the document in a pre-training which was conducted in Battambang Province in June 2011, with participation of representatives of all target councils, BoGs and ADs, representatives of Provincial Association of Commune/Sangkat Council (PAC/S) and NCDD-S advisors. The pre-training was led by NCDD-S staff and the EU SPACE provincial focal points² with technical support from EU SPACE provincial and national advisors. During this pre-training, feedback and recommendations were collected from participants and considered for the revision of the TD to be used for the modeling period.

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

3.2 Coaching in target areas

3.2.1 Rational for Coaching

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

- Coaching is to be conducted in small groups: coachees include councilors, BoGs and ADs. They were coached jointly or separately, according to the different coaching topics.
- It is the coachees who decide what topics they wish to be coached on. They might skip coaching on some steps if they think they have already a good understanding of the steps.
- Coaching is guided by an understanding that coachees know already what they need to do; however, sometimes they need support from coaches to discover their existing potentials and find their own solutions to certain issues.

² In each of the target province of Battambang and Kampong Chhnang, there are provincial SPACE focal points assigned to support SPACE program by provincial governors as instructed by NCDD-S.

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

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

3.2.2 Orientation session with all councils in target areas

Based on the Coaching Manual, an Orientation Session was delivered to provide an overview on the whole TD to all target users: all councilors, Board of Governors and ADs. The participants later on agreed on topics which they thought they need further coaching in order to enhance their council meetings.

It was also observed that the requests from coachees for additional coaching support have increased over time and after a few coaching sessions were conducted. This reflects strong acceptance of the coaching methodology applied in the modeling period.

3.2.3: Table of coaching sessions

Target Administration	Number of coaching sessions
Kampong Chhnang province	
Provincial Administration	5
Municipality Administration	9
Baribor Administration	9
Kampong Tralach Administration	6
Battambang province	
Provincial Administration	3
Municipality Administration	6
Sangke Administration	5
Ek Phnom Administration	5

Note: Refer to Annex A for more detailed table on coaching session and coaching topics.

3.3 Objective of Coaching

Based on a SPACE background assessment conducted in mid 2010, all target councils were confronting various difficulties, for instance: 1) councilors feel not sure if their meeting is well-organized, 2) the relationship between councils and BoG are not sufficiently understood by both sides - councilors and governors, 3) councilors are reluctant to implement activities without

instructions/guidelines from the national level and 4) councilors have not started to meet with commune councilors and citizens... (Ref.: SPACE background assessment in target province)

To increase performance of council meetings, the TD was considered as an instrument which can support and guide councils to more effectively run their council meetings by providing options for councils to consider while preparing, implementing and following up on their meetings. Although TD provides tools, regular coaching support is necessary to make councils understand and use these tools.

It was, therefore, expected that coaching during the modeling phase shall contribute to 1) a better understanding of the TD, 2) the improvement of council meetings (before, during and after the meeting) and 3) the collection of suggestions/recommendations from the target group for the improvement of the TD. Moreover, *it was intended that coaching shall not stop once the modeling phase finishes* and, in this regard, coaching shall be the capacity development measure of choice to further support the councils to improve their council meetings.

IV. Observations from the coaching session

During the coaching sessions, it was noticed that coachees in the target areas were interested and committed to participate in the coaching sessions organized by NCDD-S and SPACE. With reference to the Annex A, over 30 coaching sessions on different coaching topics were requested by the coachees for coaching sessions during the orientation session. Remarkably, after the first and second coaching sessions, most of coachees requested for more coaching sessions.

Therefore the number of coaching sessions provided increased which reflects a *high level of interest in the TD and in the coaching method* as a new capacity development mechanism.

A. List of initial coaching topics:

1. Coaching concept, question-answer and comment period
2. Draft of agenda
3. Delivering and disseminating invitation and draft of agenda and relevant documents
4. Approval of draft of agenda and previous minute
5. Debate and decision making...

B. List of topics requested for more coaching:

1. Debate and decision making
2. Report of BoG and Council Committees

3. Questions, Answers and Comments
4. Extra ordinary meeting
5. Draft agenda...

It was also observed by the provincial coordinators who provided the coaching that, at the beginning, councilors, BoGs and others were rather reluctant towards the concept of coaching as they assumed that coaching was meant to monitor their work performance and thus control them in their operations. However, by explaining the coachees the meaning of coaching, the necessity for coaching and processes of coaching, coachees developed a good understanding of the concept. Furthermore, as coaching sessions progressed, they developed a high level of appreciation and trust towards the coaching concept.

Unfortunately, notable absenteeism was tracked on the part of board of governors and administration directors during the modeling phase. The reasons were according to them that BoG and administration directors were busy with other tasks. In most cases, both of them were more times absent from the coaching sessions than the councilors.

V. Observations during council meetings

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

All of the chairpersons displayed more confidence in facilitating their meetings after attending the coaching sessions. This increased level of confidence came as a result of the provision of more options and clear descriptions about each step in the TD. According to them, the steps are simple, easy-to-understand and practical. Furthermore, their ability to balance and discuss different opinions in debates and decision making increases.

From observation, ADs, BoG and chairpersons together improved the preparation of the draft agenda. They allocated time to prepare a draft agenda and in most cases councilors in both provinces were informed about the draft agenda before the council meetings took place.

Through the accompanying process³, coaches observed the target councils have improved in the following manner:

1. Issues for the agenda were collected from councilors in advance;
2. Draft agenda was clearer and displayed more agenda items than before;
3. Draft agenda, invitation and relevant documents were developed and delivered to the

³ Accompanying process: It is a process used in coaching where coaches visit coachees on an irregular basis at coachees' work place and accompany them when they perform certain tasks as stated in the TD. Through this, closer relationship and trust is built between coaches and coachees.

meeting participants before the meeting actually took place (not for all councils and not regular yet);

4. Chairpersons were more confident in facilitating the meeting;
5. Councilors had more opportunities to ask a question to BoG and relationship between councilors and BoG improved;
6. Some commune councilors, citizens and civil society organizations participated and had opportunities to ask a question and to comment (in some council meetings only);
7. Some councils, for the first time, actually *made decisions* during their council meetings.

All these improvements can be described as a result of the fact that councils now have developed a more meaningful draft agenda which means that participants to the council meetings know in advance what shall be discussed at the meeting and thus get themselves prepared to participate. Additionally, the importance of having more time for discussion which fosters democratic deliberation during the council meetings was promoted especially through coaching of the chairperson.

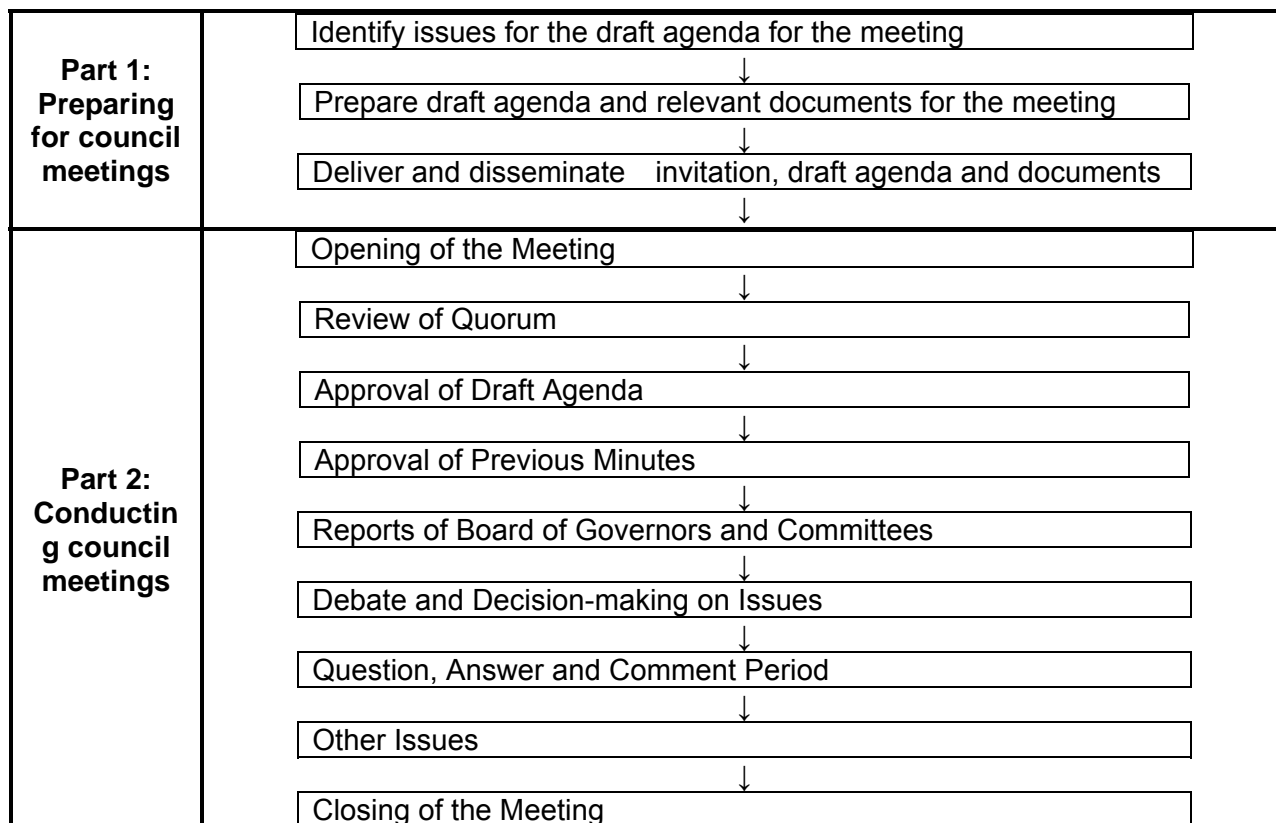
It was also observed that the atmosphere in the council meetings were more conducive as regards the relationship between different parties and the interest to also consider ideas from opposition parties.

Generally, however, although significant progress in council monthly meetings can be observed, there are still some issues to note such as:

1. Minutes of council meetings were still long and required to be read out loud, word by word, in order to check the meaning as well as possible spelling mistakes. This procedure is time-consuming and leaves limited space for discussions.
2. Report of BoG is usually a long report which is required to be read out loud in order to be adopted by the council. This report most of the time covers many different issues which seem to not allow the council enough time to really discuss and grasp the content.
3. One of the critical issues during council meetings remains that councils could actually make decisions on a variety of issues, but there is still a lack of clarity on their side as procedures for implementing council decisions are considered.

VI. Achievement and Challenges in each steps of TD

6.1. Overview (graphic) on the steps of the TD – part 1



6.2 Part 1: Preparation of council meetings

Step 1: Identify issue for draft agenda:

The first step in preparing for a council meeting is to identify possible issues to be discussed at the meeting. The administration director supports the chairperson to identify possible draft agenda items for the meeting.

Achievement	Challenges
The councilors appreciated that chairperson, BoG and admin director meet and discuss on agenda items before the council meetings. The respective form attached to the TD is a supporting mechanism to better facilitate the process of identifying issues and concerns to be placed on the draft agenda.	

Step 2: Prepare draft agenda and relevant documents:

The second step in preparing for a council meeting is for the council chairperson to decide on which of the proposed agenda items will be included in the draft agenda of the council meeting.

Achievement	Challenges
The administration directors appreciated the form (A1) that helps in drafting the agenda for council meetings. As the raised issues were discussed among chairperson, BoG and administration director, the administration director was confident enough to put those issues in the draft agenda for primary approval from the chairperson.	The suggested time frame (8 working days) is not working properly for BoG in submission of their report before the council meetings are taking place. The normal process takes longer due to a lack of human resources within the sub-national administration.

Step 3: Delivery of invitation, draft agenda and relevant documents

The third and final step in preparing for a council meeting is to ensure that councilors and other invitees know about the meeting, have the draft agenda, and have the relevant documents they will need to meaningfully participate in the meeting. The draft agenda and the list of relevant documents must also be made widely available to citizens.

Achievement	Challenges
The councilors or/and administration did not have problems in delivering the invitation letter.	The administration could not deliver relevant documents especially report of BoG before the council meetings. The reasons we found include that the report is most of time finished only one day before the council meeting, late submission of sector reports from line departments or offices, report finishes on time but no budget for printing or means to deliver to councilors...

6.3 Part 2: Conducting council meetings

Step 1: Opening the meeting

The first step in conducting a council meeting is for the chairperson to open the meeting and welcome those who have attended.

Achievement	Challenges
All of the councils were able to perform the opening session without problems.	

Step 2: Checking the quorum:

The second step in conducting a council meeting is for the chairperson to ensure that there is quorum for the meeting.

Achievement	Challenges
So far, this step was conducted well during the council meeting.	

Step 3: Approval of draft agenda:

The third step in conducting a council meeting is for councilors to approve an agenda for the meeting. Once the draft agenda is approved with any changes that are decided upon in the meeting, the agenda becomes the final agenda for the council meeting.

Achievement	Challenges
Councilors consider the description provided in the TD as clear and helpful for improving the quality of the meeting. It was observed that the process of approving the draft agenda is more participatory than before.	Still many councilors hesitate to discuss and comment on the draft agenda. Reasons include that councilors were not well-prepared for the council meeting because they did not receive relevant documents for the meeting upfront and they were not encouraged sufficiently yet to comment by the chairperson and their peer councilors.

Step 4: Approval last minute meeting:

The fourth step in a council meeting is reviewing and approving the draft minutes from the previous council meeting. This step is important so that there is an accurate record of discussions and

decisions made at each council meeting.

Achievement	Challenges
<p>The technical document suggests a rather short amount of time for this part; however, it was not yet the case in real practice. Nevertheless, target councils are willing to improve on this step.</p>	<p>The biggest challenges for this step are that councils spend quite a long time to read the detailed minutes during the meeting and then approve the minutes without discussions. The chairperson agrees that the process described in the TD is more effective for the council, however, it is not yet applied because:</p> <ol style="list-style-type: none"> a. The draft minutes are taken by the administration and usually are extensive in length; b. draft minutes are not delivered to councilors <u>on time</u> before hand as suggested in the TD; c. Council still requires administration director to read the minute out loud before discussion to reach approval of the council.

Step 5: Report of BoG and council’s committee:

The fifth step in conducting a council meeting is the reporting of the board of governors, as well as any committees that have been requested to report at the meeting. After the report of the board of governors and committees, councilors are entitled to ask questions, seek clarifications, and provide guidance and instruction.

Achievement	Challenges
<p>In this point, the TD provides options for improvement. It was observed that:</p> <ol style="list-style-type: none"> (1) Councilors were aware of their rights to ask questions to BoG on unclear matters and thus an improved level of debating and holding the administration accountable takes 	<p>Although there are improvements to this step, still the whole report is read out loud and thereby consumes a lot of time.</p> <p>Step 4 and Step 5 are the most time</p>

place. (2) Usually now the report of BoG is delivered to the councilor members before the meeting takes place.	consuming in the council meeting process.
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Step 6: Debate and decision making

This is an important step where councilors discuss and solve local issues through exercising their executive and legislative powers by making decisions or issuing bylaws.

Achievement	Challenges
<p>There is a clear understanding that debating and discussion making is perhaps the most important step during council meetings.</p> <p>Some councils made some decisions (for example in Kampong Chhnang, provincial council made the decision to cut down branches of trees in the Sala Khet....although this decision seems to be minimal, it is the starting point.</p> <p>In short, the sessions on debating and decision making are improving but need more support to be further enhanced.</p>	<p>Councilors, especially the chairpersons, still hesitate to include items on the draft agenda which shall result in decision making and do not feel comfortable to facilitate this session.</p> <p>Council feels reluctant to make any decision because there is no clear procedure yet for the implementation of their decisions.</p> <p>It was suggested that NCDD-S/Mol shall issue a relevant regulation and instruction guiding the implementation of council's decision.</p>

Step 7: Question, answer and comment period

This step is an opportunity for citizens, civil society representatives and/or commune/sangkat councilors to ask questions, make comments and raise issues during the council meeting.

Achievement	Challenges
<p>The councilors are open and allow citizens and other civil society organizations to raise a question on the decisions and performance of the council. However, still they face difficulties as they state to not have sufficient space to</p>	<p>At the beginning (during the orientation session), some councilors confused this session with <i>other issues</i>. The confusion was clarified by the coaching sessions.</p>

accommodate citizens and NGOs during their meetings. Commune councils have been involved to a certain extent on relevant matters in the council agenda.	
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Step 8: Other issue

The eighth step in conducting a council meeting is to provide an opportunity for councilors, governor, the board of governors, or administration director to inform about other issues.

Achievement	Challenges
<p>Previously, <i>Other Issues</i> was reserved for questioning and commenting on the other issues that were not included in the agenda. From experience, the meeting chairpersons are often challenged with confrontation between meeting participants which they fear could lead to a chaotic situation in the council meeting.</p> <p>As the TD envisages this session to be an opportunity for informing about events, visits or activities of development programs, some target councils accepted the idea to include this session and started to add this item in their monthly meeting agenda. In short this step is well appreciated but requires further encouragement and coaching.</p>	<p>There is still some confusion on the meaning of this session. Some councils are still reluctant to introduce this part because they think this means more confrontation.</p>

Step 9: Closing the meeting

This step is to formally close the meeting. It is the council chairperson’s role to summarize key discussion points and close the meeting.

Achievement	Challenges
<p>All of the chairpersons are skillful and confident in closing their meetings, although sometimes some spend a lot of time on extensive closing remarks which require further coaching.</p>	

VII. Suggestions of Coachees

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

- Clarify if the council has the right to prepare a more detailed agenda than what is stated in the internal rules. The sample of the meeting agenda in the TD is more detailed and longer than the internal rule of the council foresees.
- The BoG in Battambang province suggested revising the timeframe for submission of the report to the councils from 8 to 3 working days as they have many constraints to follow the proposed deadline.
- The allocated time for speaking is not consistent between TD and their internal rule.
- The TD should also include follow-up steps after council meetings.
- National level should provide clear instructions on how to implement decisions of the councils.

IIIX. Suggestions of Coaches

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

- The TD is a useful tool to support the work of councils. Further chapters should be developed e.g. on information gathering, information policy, budget planning etc.
- Continue to provide coaching in the target areas to further support councils.
- BoG and administration director should participate in trainings and coaching the same way like the councilors and on a regular manner. Absence of BoG and AD affects the quality of coaching and the performance of the council in fulfilling their functions, because both BoG and administration director are key people working closely with the council. There should be clarity on questions such as whether councils have the right to discuss issues that are not under the competence of the council?
- Introduce coaching methodology to NCDD-S advisors of SNA councils.

IX. Conclusion

The TD on Council Meetings is an effective instrument to improve the quality of council meetings. From the coaching sessions carried out during the modeling process, it is clear that councilors, BoGs and ADs understand better their roles in council meetings and the importance of council meetings. Moreover, the quality of council meeting agendas improves as more topics are added to the draft agenda. Improvement of the draft agenda leads to better deliberation

processes and debating during council meetings, and as a result, some councils made their first decisions.

It is important to remember that steps and options proposed in the TD are just for the councils to choose. Throughout the modeling period, it became obvious that the concept of coaching is well accepted by all coachees.

The most critical part not yet clarified in the TD is how to implement and follow-up on council decisions. In this regard, national level should provide clear instructions on procedures for implementing council decisions. Because the document is important to achieve more effective council meetings, the adoption for nationwide dissemination seems to be a good strategy if sub-national councils are to be strengthened.

X. Recommendations for NCDD-S

Through implementing the modeling part in the TD development, some recommendations came up which could be considered by NCDD-S:

1. NCDD-S should provide clear instruction(s) on how to implement sub-national council's decisions
2. Coaching plays an important role within the context of council capacity development. The coaching skills are not to be achieved overnight. Coaches should be trained to understand the concept and practice of coaching, concept of democratic accountability, deliberation and civic engagement and their roles as advisors if they are to meaningfully support capacity development of sub-national councils and their administration.
3. Other topics could as well contribute to improve the council meetings:
 - a. Technical Document on Information Gathering where it is described how councils can collect and use information to make informed decision.
 - b. Technical Document on inter-governmental relations and intra-governmental relations.

End item

Annex A: List of Coaching Sessions Conducted

Target Administration/Councils	Dates	Topics	Coachees
Kampong Chhnang province			
Provincial Administration	5 Session		
	July 25, 2011	Delivering and Disseminating Invitation and Draft of Agenda and Relevant Documents	Provincial Administration: Chairperson 1 Deputy AD 1
	July 28, 2011	Observed Monthly Council Meeting	Provincial Administration: Councilors: 13 (1F) BoG: 1 AD: 1 AD staff: 14 (1F)
	August 09,2011	Debate and Decision Making and Roles of Chairperson	Provincial Administration: Councilors 15 (1F)
	August 15, 2011	Questions, Answers and Comments	KCH PC: Council 13 (1F)
	August 25, 2011	Observed Council Monthly Meeting	KCH PC: Councilors 15 (1F) BoG 1 AD staff 6
Municipality Administration	9 Session		
	July 27, 2011	Observed Monthly Council Meeting	KCH Municipality: Councilors: 11 (1F) BoG: 1 (F) Sangkat: 4 AD Staff: 12 (1F)
	August 1, 2011	Approval of Draft of Agenda and Previous Minute	KCH Municipality: Chairperson 1

			AD: 1
	August 2, 2011	Debate and Decision Making	KCH Municipality: Chairman: 1
	August 2, 2011	Debate and Decision Making	KCH Municipality: Councilors: 12(1F)
	August 8, 2011	Questions, Answers, and Comments	KCH Municipality: Chairman: 1 AD: 1
	August 8, 2011	Questions, Answers, and Comments	KCH Municipality: Councilors: 12 (1F)
	August 11, 2011	Report of BoG and Council Committees	KCH Municipality Administration: Councilors 10 (1F)
	August 11, 2011	Report of BoG and Council Committees	KCH Municipality Administration: Chairman 1 BoG 2 (1F) AD 1
	August 25, 2011	Observed Council Monthly Meeting	KCH Municipality: Councilors 13 (1F) Communes 4 (1F) BoG 3 (1F) AD staff 14 (14F)
Baribor Administration	9 sessions		
	July 25, 2011	Approval of Draft of Agenda and Previous Minute	Baribour District Administration: Chairperson 1 AD 1
	July 26, 2011	Observed Monthly Council Meeting	Baribour District Administration: Councilors: 14 (1 F) Commune: 4 AD staff: 5

	August 10, 2011	Delivering and Disseminating Invitation and Draft of Agenda and Relevant Documents	Baribour District: Chairman: 1 BoG: 1 F AD: 1
	August 16, 2011	Debates & Decision Making	Baribour district: Chairman 1 AD 1
	August 16, 2011	Report of BoG and Council Committees	Baribour district: BoG 3 (1F) AD 1
	August 18,2011	Debate and Decision Making	Baribour district: Councilors 10 (1F)
	August 23, 2011	Report of BoG and Council Committees	Baribour district: Councilors 15 (1F)
	August 23, 2011	Questions, Answers and Comments	Baribour district: Councilors 15 (1F)
	August 25, 2011	Observed Council Monthly Meeting	Baribour district: Councilors 15 (1F) Communes: 11 BoG 2 (1F) AD staff 8 (2F)
Kampong Tralach Administration	6 sessions		
	July 26, 2011	Observed Monthly Council Meeting	Kampong Tralach District: Councilors: 15 (1F) BoG: 2 (1F)
	August 3, 2011	Delivering and Disseminating Invitation and Draft of Agenda and Relevant Documents	Kampong Tralach district: Chairman: 1 AD: 1 F BOG: 3 (1F)
	August 3, 2011	Draft of Agenda	Kampong Tralach District: Councilors: 15 (1F)
	August 15, 2011	Questions, Answers and Comments	Kampong Tralach District: Chairman 1

			BoG 3 (1F) AD 1
	August 15, 2011	Questions, Answers and Comments	Kampong Tralach District: Council 13 (1F)
	August 23, 2011	Observed Council Monthly Meeting	Kampong Tralach district: Councilors 16 (1F) Communes 2 BoG 3 (1F) AD staff 4 (1F)
Battambang province			
Provincial Administration	3 sessions		
	August 4,2011	Coaching concept and Debate and discussion	Provincial administration (16) - Council 11 - Female 01 - BoG 03 - Female 01 - AD 02
	August31,2011	Observation of council meeting	Provincial Administration 39 - Council 19 - Female 01 - BoG 05 - Female 0 - AD 01 and deputy 02 - Others 12
	July 29,2011	Observed the provincial council meeting	Provincial administration (28) - Council 19 - Female 01 - BoG 05 - Female 01 - AD 02 Others: 02

Municipality Administration	6 sessions		
	July 26,2011	Coaching concept, Preparation on draft agenda items, session 1&2	Municipal administration (14) - Council 12 - Female 0 - BoG 01 - AD 01
	July 28,2011	Approval of previous minute and question -answer and comment period	Municipal administration (13) - Council 11 - Female 0 - BoG 01 - AD 01
	August 4,2011	Observed the council meeting	Municipal administration (23) - Council 14 - Female 01 - BoG 03 - Female 01 - AD 02 - Others: 4
	August 23,2011	Report of BoG, debate and decision making and other issues	Municipal administration (8) - Council 7 - Female 0 - BoG 01 - Female 0 - AD 0
	August 30,2011	Close and extra-ordinary meeting	Municipal administration(07) - Council 07 - Female 0 - BoG 0 - Female0 AD0
	Sept 6, 2011	Observed the municipal council meeting	- Battambang municipal administration (28) - Council 14 included female 01 - BoG 01 - Others 13

Sangke Administration	5 sessions		
	July 27,2011	Coaching concepts, preparation the draft agenda items session 1&2 (OM, part 1,step 1&2)	Sangke administration(21) - Council 17 - Female 01 - BoG 04 - Female 01 - AD 0
	August 11, 2011	Debate and decision making, completing the forms from 5 to 8 and approval of the last meeting minute	Sangke administration(11) - Council 10 - Female 01 - BoG 01female - AD 0
	August 16,2011	Report of BoG and committee and question - answer and comment period	Sangke administration(09) - Council 08 - Female 01 - BoG 01female - AD 0
	August 26, 2011	Observation of council meeting	Sangke administration (28) - Council 18 - Female 01 - BoG 04 - Female 01 - AD 01 - Others 05
	Sept 6,2011	Coached the council chairman of Sangke administration about the introduction to concept of coaching and debate and decision making	- Chairman 01
Ek Phnom Administration	5 sessions		
	July 29,2011	Coaching concept, question-answer and comment period	Ek Phnom Administration(23) - Council 18 - Female 01

			<ul style="list-style-type: none"> - BoG 04 - Female 01 - Chief of finance and administration office 01 (female)
	August 5,2011	Report of BoG and committee, other issues and 7 steps in decision making	<ul style="list-style-type: none"> Ek Phnom Administration (23) - Council 17 - Female 01 - BoG 04 - Female 01 - AD 01 - District advisor 01
	August 8, 2011	Identifying the issues for draft agenda and approval on the last meeting minute	<ul style="list-style-type: none"> Ek Phnom Administration (20) - Council 16 - Female 01 - BoG 03 - Female 01 - AD 01
	August 12, 2011	Observed the council meeting	<ul style="list-style-type: none"> Ek Phnom administration(42) - Council 16 - Female 01 - BoG 03 - Female 01 - AD 0 - Commune council 03 Others : 20 female 06
	August 19,2011	Close and extra ordinary meeting	<ul style="list-style-type: none"> Ek Phnom district administration (15) - Council 11 - Female 01 - BoG 02 - AD 01
