

## Report

## Annual Workshops on Strengthening Local Complaint Mechanism: Challenges and Solutions including Recommendations for an effective Working Environment for Ombudspersons

## 1. Introduction

Establishment of a local complaint mechanism at Sub-national level to deal with citizens' complaints and to collect their feedback on service delivery as well as on administrative management is very essential to promote transparency, accountability, and participation of Sub-national administrations. In this sense, the Royal Government of Cambodia issued the Sub-decree#19 on establishment the Ombudsperson's office at CP (Capital and Provincial) &DMK (District, Municipal and Khan) administrations in 2017 with the aim to enhance good governance in service delivery and local economic development at CP&DMK administration levels.

To date, 115 Ombudsperson's offices in DMK administrations and 25 Ombudsperson's offices at CP administrations were established throughout the country. In late 2019, DAR (Decentralisation and Administrative Reform) programme in collaboration with the Department of Functions and Resources (DoFR) of the Ministry of Interior (MoI) conducted an in-dept study to enhance the understanding on the current implementation status of the complaint mechanism. The findings indicated that there is a strong need:

- to improve the capacity of Ombudspersons; for example, on details of administrative procedures at DMK levels
- to propose improvement/adjustment of the enabling frameworks for the Ombudspersons; for instance, the above-mentioned Sub-decree and/ or other relevant guidelines including the guideline on election of Ombudsperson etc.

DoFR with support from DAR programme intended to further learn about the present situation of the implementation of complaint mechanism including the challenges and proposed solutions in a broader and more participatory manner with the involvement of all Ombudspersons from DMK administrations as well as to share the achievements made in 2020, therefore DoFR organized a workshop with the below objectives:

- i) deepening DO understandings on their roles and authority, internal communication within DMK administration.
- ii) enhancing DO capacity in planning activities and budget including budget execution.
- iii) collecting current challenges and recommendations perceived by DOs.
- iv) reviewing the lists of recommendations extracted from existing documents
- v) jointly endorsing the compiled lists of recommendations.

As part of this workshop, DoFR and DAR programme agreed to include a session for an external consultant contracted by DAR programme to learn more about the current situation on perceptions, works and challenges of Ombudspersons at DMK administrations for including these views into the upcoming National Program on Sub-National Democratic Development, Phase 2 (NP-2) 2021-2030.

The discussion workshop was organized on 25<sup>th</sup> and 26<sup>th</sup> January 2020 in Kampong Cham province.



## 2. Methodology

The figure below shows the process how the lists of recommendations was generated and endorsed:

- DoFR, the Ombudspersons, external experts and GIZ/DAR engaged in a thorough discussion and analysis of the strengths and weaknesses of the complaint mechanism in late 2019 and early 2020 with the goal to improve the working conditions of the Ombudsperson's office. This exchange resulted in list of recommendations arranged for 2 different target groups, on one side the national level and on the other side the provincial level.
- In order to get a common understanding and a broad endorsement of the key challenges and of the most important recommendations, DoFR organized a discussion workshop where all DOs at DMK administrations were invited. The discussion workshop took place in Kampong Cham province in January 2021. During the workshop, participants were asked to form 3 different groups to discuss the 3 key topics affecting their daily works, namely 1, 2, 3 incl. challenges, perceptions, comments as well as proposed solutions to be included in the draft lists.
- DOs discussed jointly on the draft lists and gave their full endorsement of the 2 lists of the recommendations which are for the national and subnational level to take actions. One of the lists is targeting the board of governors and councils of DMK administrations requesting for improving the working environment including provision of sufficient resources required for DOs while the other one is targeting ministry of interior adjusting the regulatory frameworks such as the Sub-decree#19 and relevant policy documents for improving enabling legal framework for DOs. The endorsement was done by raising hands.

This discussion workshop was organized in collaboration with the DoFR and TI-Cambodia.

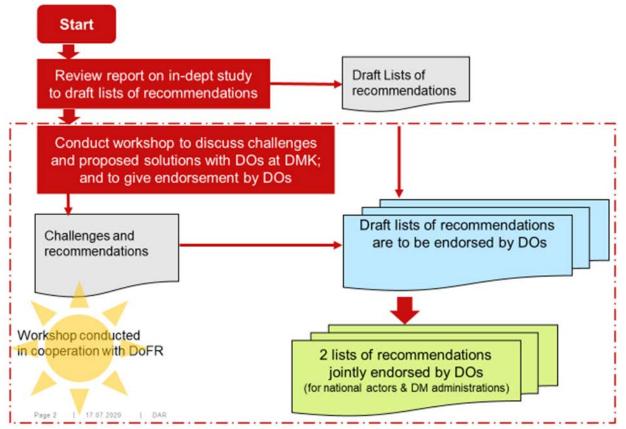


Figure 1: Overview of how lists of recommendations generated and endorsed





## 3. Results

## 3.1. Draft list of recommendations

Please see the next section "Lists of Recommendations endorsed by DOs"

## 3.2. Results of the group discussions during the workshop

All DOs were asked to form 3 different groups and assigned to discuss the 3 different topics related to the current situation of the implementation of the complaint mechanism at DMK administrations.

- (1) The first group was assigned to work on "the support of DM administrations".
- (2) The second group was tasked to discuss "the information dissemination".
- (3) The third group was assigned to work on "Complaint resolutions".

Group 1: the support of DM administrations:

Here is the summary of the results from the first group discussion:

- DMK administration should announce the time frame for preparing the annual activity and budget plans to Ombudsperson's office.
- Mol to follow up and instruct the DMK administrations to make fund available for implementing activities of the Ombudsperson's office.
- Mol clearly provide guidance to DMK administrations on support of materials and equipment and incentives to Ombudsperson's office.
- Mol should encourage the DMK Council and BoG to support activity plan of DO's office
- Request the DMK administrations to provide assistants to DO's office and to issue DEIKA to assign someone and to not take her/him back.
- Mol should give instruction on distribution and provision incentives to DO (some gets incentive and some not)
- The council chairperson should help disseminate and raise awareness of citizens on roles and responsibilities or give the times to DO to disseminate roles of DO in public forum and various meetings.
- Mol should encourage BoG and council chairpersons at DMK administrations to instruct the commune/ Sangkat office and allow the DO to disseminate the roles and responsibilities and authority to citizens.
- Request for training on administrative affairs to DO and assistants
- The DMK administrations should allow the DO and assistants to join the training for developing capacity organized by DMK administrations.

### Group 2: the information dissemination

Here is the summary of the results from the second group discussion:

- Ombudspersons' office must have clear dissemination plan on roles, responsibilities, and authority
- Request Mol to help reviewing the dissemination/ communication materials developed by Ombudspersons.
- Ombudspersons' offices must mainstream the dissemination activities in various meetings or forum organized by the DMK administrations.

## Group 3: the complaint resolutions

Here is the summary of the results from the third group discussion:

- Strengthening capacity on how to record complaints and other information facilitated/ resolved by Ombudspersons.
- Request Mol for providing training on procedure for complaint resolutions and on investigation skills to Ombudspersons.



## 3.3. Lists of Recommendations endorsed by DOs

The recommendations for improving the working conditions of the Ombudspersons are classified based on the two target groups, the national and subnational levels:

## **Recommendations for the Sub-national level:**

- (1) CP and DMK administrations should make budget available including the provision of sufficient means for Ombudspersons to fulfil their tasks according to the authority specified in the legal document.
- (2) CP and DMK administrations should conduct regular dissemination on roles, responsibilities and authority of Ombudsperson' office to their local citizens and on the importance of having this office; and encourage them to launch their complaints without fear of retaliation/ negative consequences. CP and DMK administrations should use original messages (radio interviews, video clips of TV interviews) of Mol senior officials on the establishment of Ombudspersons' offices in all dissemination events.
- (3) CP and DMK administrations should conduct regular dissemination on roles, responsibilities and authority of Ombudsperson' office to staff of the administrations and encourage them to follow the legal documents and guideline and implement accordingly. **Pacammendations for the national level:**

## Recommendations for the national level:

- (1) GDA (General Department of Administration) should produce official stamps for Ombudspersons' offices at CP and DMK.
- (2) DoFR should consider reviewing and changing the Khmer word "បណ្ដឹងតវ៉ា" for English word "Complaint" used in complaint mechanism outside the court system related to public service delivery and administrative management as its connotation is very juridical.
- (3) GDA should give instruction to remind all governors of CP and DMK to include the budget for the work of Ombudspersons' offices as a priority item in their annual budget.
- (4) GDA should negotiate with MoEF (Ministry of Economics and Finance) to add a specific budget line for the operational costs of Ombudsperson's office in the template of annual CP and DMK budget plans.
- (5) GDA should instruct all governors at CP and DMK to inform the citizens in public speeches and meetings that the Ombudsperson is an important institution introduced by the RGC to strengthen local good governance and that citizens are encouraged to lodge their complaints in the field of public service delivery and the work of administrations to Ombudsperson without fearing negative consequences.
- (6) GDA should take measures in case governors of DMK try to prevent citizens from launching their complaints or use pressure to prevent the Ombudspersons from implementing their tasks and obligations as stated in the law.
- (7) DoFR should propose to amend the Sub-decree 19 to include an article on a mechanism for protection of Ombudspersons in the law and to include an article on formal election of an assistant at DMK administration in order to stabilise this position.
- (8) DoFR should promote and provide regular support to CP and DMK administrations in effective dissemination on roles, responsibilities and authority of Ombudsperson to management staff, administrative and technical staff of CP and of DMK administrations, staff of provincial departments of sector ministries, and staff of communes/ Sangkats administrations, for them to understand and to support the complaint mechanism and foster their active by-in.
- (9) GDA/ DoFR should include a mandatory annual meeting of the election committee in the regulations (e.g. the guideline on procedure of election of Ombudsperson) during which the Ombudsperson reports and discuss with the members about his/her work and existing problems and challenges.





Figure 2: Ombudspersons from 115 districts, municipalities and Khans give endorsement of the lists of recommendations by raising their hands

## 3.4. Gender Aspect

DOs in DMK administrations throughout the country were invited to join the discussion workshop. To date, there are 115 DOs out of whom 17 are female.

During the workshop, Ombudsmen and Ombudsladies were equally encouraged to participate in the discussion and to share their views/ perceptions on complaint mechanism, challenges as well as to make proposals for better working conditions; and finally, to participate in giving endorsement of the lists of recommendations.

The photographs below show the participation of Ombudsladies in the discussion, sharing their views on the current situation of the implementation of the complaint mechanism.



Figure 3: Ombudsladies were encouraged to speak out their views



## 3.5. Capacity Changes

By joining this discussion workshop, all DOs in DMK administrations exchanged their views related to the complaint mechanism and challenges as well as had the opportunity to request for support from relevant actors. They reached a common understanding of the challenges and issues they have been facing while implementing their roles and authority in dealing with the citizens' complaints. The workshop offered the opportunity for DOs in DMK administrations to build networks among themselves and to keep exchanging on issues encountered and on ways to seek for assistance. In addition to exchange, this workshop allowed DOs to experience how important the collaboration between DO and PO (Provincial Ombudsperson) is in dealing with complaints of the citizens and it highlighted the importance of budgeting and enhancing their roles and responsibilities. The Mol, particularly DoFR sees the necessity of improving the capacity of DOs on administrative procedure and other related skills such as on investigation.

## 3.6. Cooperation with relevant donors

Transparency International, Cambodia (TI) works to strengthen the capacity of DoFR and PO to handle and respond to citizens' complaints on public services.

DAR and TI co-financed this annual and discussion workshop held in Kampong Cham province.



Figure 4: Projected Backdrop during the annual and discussion workshop in Kampong Cham Province, January 2021

## 3.7. Discussion on the inputs on Ombudspersons to be considered for the drafting of the National Program on Sub-National Democratic Development, Phase 2 (NP-2) 2021-2030

- (1) The group of DO at DMK administrations have to meet monthly in each province with their respective provincial Ombudsperson in order to exchange information on current issues and problems and ensure close cooperation on all citizen complaints which are related to both levels of administration.
- (2) A clearing unit has to be established at the Mol to which DO at DMK administrations and PO at PC (provincial and capital) administrations can transfer requests for assistance on citizen complaints, which are related to national government responsibilities or which cannot be solved on the local level due to lack of cooperation by local administrations.
- (3) Guidelines have to be drafted and implemented by the MoI on minimum budget to be provided as a priority issue in the respective administrative budgets for equipment, staff and operation of local Ombudspersons – including sufficient funds for awareness building at the citizens.
- (4) At all localities where ISAF is operating, a close cooperation has to be established with the respective Ombudsperson, ensuring regular communication, the opportunity for the ISAF Community Accountability Facilitators to bring their concerns and problems to the attention of the Ombudsperson and for the Ombudsperson to ask support in information gathering and approach to citizens from ISAF - whenever this turns out to be useful to solve pending complaint issues. A study shall be made after the first half of NP-2



implementation on the potential merger of the ISAF Structures with the DO and PO on DMK and CP level.





## 4. Financial Management

- Daily		Allount	Unit (e.g. person. vehicle.	Quantity	Unit (e.a. months. davs.	No. of davs/times/nights/	Total Contribution	Total Contribution	DoFR financing in kind/ cash	Remarks
1 Daily			room, unit,)		trainings, unit,)		by TI	by GIZ		
( mail	Daily Allowance for National Team	\$ 14.00	D per day	5	persons	33	\$ 210.00			
2 Acco	Accommodation for National Team	\$ 20.00	D per night	5	bersons	2	\$ 200.00			
3 Renti	Renting car/ transportation for national team	\$ 125.00	0 Car	2	days	1	\$ 250.00			
4 Hand	Handouts/ Documents for participants	\$ 3.00	0 kits	125	suosad	1	\$ 375.00			
5 Mater	Materials (Paper, flipchart)	\$ 50.00	3 set	-	meeting	1		\$ 50.00		
6 Sanit	Sanitation gel	\$ 10.00	D per bottle	2	bottles	1		\$ 20.00		
7 Cotto	Cotton Masks	\$ 0.40	Diece	125	persons	2		\$ 100.00		DAR will provide cotton masks
8 Pack	Package service (Venue, Lunch and Snack)	\$ 19.00	D per person	125	persons	1		\$ 2,375.00		DAR will organize tender process
9 Pack	Package service (Venue, Lunch and Snack)	\$ 15.00	ber person	125	bersons	1		\$ 1,875.00		DAR will organize tender process
Tot	Total cost						\$ 1,035.00 \$	\$ 4,420.00	•	

Budget plan Topic: Reflection meeting on performance of roles and responsibility of DO at DMK, Kampong Cham

å	Description of Specification	Unit	Quantity	<b>Unit Price</b>	Amount
1	Meeting Room (Package) -Size of Meeting Room 17m x 19m -Microphone with sound System -LCD projector with Screen -White Board -Chairs and Table	Full day (2 Coffee Break 1 Lunch)	110 persons	\$ 15	\$ 1650
° °	Coffee Break (2 times/day) -Coffee + Tea -Pure Water -Cake -Fruit	Haft day (1Coffee break 1Lunch)	110 Persons	\$ 13	\$ 1430
n	Lunch(5 kind of foods for around table)			Sub Total:	\$ 3,080
				VAT 10%	\$ 308
			•	Grand Total:	\$ 3,388.00

Figure 5: Financial Management-Planned and Actual Expenditure Plans





## Annex\_1: Agenda

Time	Activities	Facilitator
25 <sup>th</sup> January 20 Part_1: The ann	21: Jual workshop on roles and responsibilities of DC	D
07:30-08:00	Registration	Working group, DoFR
08:00-08:30	Opening Remarks	Mr. Buon Heng, director of DoFR
08:30-09:00	Presentation on the results of the implementation of DOs in DMK administrations during the last 9 months	Mr. Lim Vannak, acting chief, office of M&E
09:00-09:30	Presentation on the in-dept study on current situation of the complaint mechanism	Dr. Koeppinger, DAR consultant
09:30-09:45	Coffee break	
		Mr. Bun Dara,
09:45-10:15	Presentation on working relations between provincial Ombudsperson (PO) and District/ Muncipality/ Khan Ombudsperson (DO)	Ombudsperson, Kampong Cham province
10:15-11:30	Presentation on roles, responsibilities and authority of Ombudsperson, activity plan and budget, support of DMK administrations	H.E. Duk Nareth, Adviser to Mol
11:30-12:00	Questions and Answers	Working group, DoFR
12:00-13:30	Lunch break	
13:30-15:30	Group discussion on challenges and proposed solutions to the challenges	Working group, DoFR
15:30-15:45	Coffee break	
15:45-17:00	Presentation on the results of the group discussions	Working group, DoFR
26th January 20 Part_2: Discuss		
07:30-08:00	Registration	Working group, DoFR
08:00-08:45	Presentation on recommendations, endorsement of the lists of recommendations by DOs	Adviser of DAR programme
08:45-10-15	Discussion with consultants of DAR Programme to collect inputs for formulating NP-II	Consultants of DAR programme
10:15-10:30	Coffee break	
10:30-11:00	Summary of the workshop/ Report	Mr. Touch Thon, Deputy director of DoFR
11:00-11:30	Closing remarks and recommendations by general director of general department	H.E. Prak Sam Oeurn, General director of GDA, Mol





## Annex\_2: Attendance List

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**ងខ្លះភាន** (Activity):សិព្គាសាលាពិភាក្សាស្តីពីការពង្រឹងយន្តការបណ្តឹងរដ្ឋបាលខ្នាក់ក្រោមជាតិ៖បញ្ហាប្រឈម និងដំណោះស្រាយ រួមទាំងអនុសាសន៍ ជើម្បីប្រសិទ្ធិភាពការងារបស់ការិយាល័យ

ະຜູ້ຮູຮາຈ Attendance sheet

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ផ្លសហប្រដាជជិការ ភា.ហ្គើមដំង លោក អន 205000058 มิกิเปปีนี้ (Strengthening the Local Complaint Mechanism: Challenges and Solutions including Recommendations for an effective Working Environment for Ombudspersons)

គេខំនេះ NCDD





**អន្លនាះc** (Activity):សិព្គាសាលពិភាព្យស្តីពីការពង្រឹងយន្តការបណ្តឹងរដ្ឋបាលខ្នាក់ក្រោមជាតិ៖បញ្ហាប្រឈម និងដំណោះស្រាយ រួមទាំងអនុសាសន៍ រជីម្បីប្រសិទ្ធិភាពការងាររបស់ការិយាល័យ

30001g (Strengthening the Local Complaint Mechanism: Challenges and Solutions including Recommendations for an effective Working Environment for Ombudspersons)

## មខ្មែលឲ្(Place):Phnom Pros Hotel (Kampong Cham Province)

**លមវិរិទ្ធេធ(**Date): ២៥-២៦ ខែ មកវា ឆ្នាំ ២០២១ 25th, 26th January, 2021

មយេៈគារចូលរួមកម្មវិធីនេះ អ្នកចូលរួមបានដឹងឋានិងមានការថនូប្រភាព និងយល់ព្រមក្នុងការគោយGIZ កម្ពុជាយករូបភាពសាំងនេះទៅលើប្រាស់ គ្នងលក្ខណៈមិនមែនជាអាជីវកម្ម joining this event the participants are aware that pictures will be taken, and agree for these pictures to be used by GiZ Cambodia for non-commercial purpose.

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30001g (Strengthening the Local Complaint Mechanism: Challenges and Solutions including Recommendations for an effective Working Environment for Ombudspersons)

មន្លែជា Place):Phnom Pros Hotel (Kampong Cham Province)

**លមនិទេខ្លួន**(Date): ២៥-២៦ ខែ មករា ឆ្នាំ ២០២១ 25th, 26th January, 2021

មយោភារចូលរួមកម្មវិធីនេះ អ្នកចូលរួមបានដំន័យនិងមានការថនូបភាព និងយល់ព្រមក្នុងការដាយ GIZ កម្ពុជាយករូបភាពឆាំងនេះទៅហ្វើប្រាល់ ក្នុងលក្ខណៈមិនមែនជាអាជីវិកម្ម joining this event the participants are aware that pictures will be taken, and agree for these pictures to be used by GIZ Cambodia for non-commercial purpose.

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**អន្លនាជ** (Activity):សិព្វាសាលាពិភាក្យពណ្តឹងយន្តការបណ្តឹងវេដ្ឋបាលនៅរដ្ឋបាលថ្នាក់ក្រោមជាតិ៖បញ្ហាប្រលេម និងដំណោះស្រាយ រួមទាំងអនុសាសន៍ ដើម្បីប្រសិទ្ធិភាពការងារបស់ការិយាល័យ

មញ្ជីទត្តមាន Attendance sheet

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ឬសរហេរាលាលីបម្លៃការ ភា យើមដំរំ ទំរោះGHC របទសាអាច





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328	<b>នេចថិទេពួធ</b> (Date): ប្រ៥-មេ៦	ច្រ៥.៤៦ ខែ មករា ឆ្នាំ ២០២០ 25th, 26th January, 2021	26th Jai	nuary, 2021				
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មញ្ជីទត្តមាន Attendance sheet	<b>កខ្លះកាះ</b> (Activity):សិក្យាសាលាពិរាក្យាស្អីពីពារពង្រឹងយន្តកាបណ្តឹងរដ្ឋបាលខ្នាត់ក្រោមជាតិ៖បញ្ហាប្រឈម និងដំណោះស្រាយ រួមទាំងអនុសាសន៍ ដើម្បីប្រសិទ្ធិភាពការងាររបស់ការិយាល័យ	มิให้เห็ญ (Strengthening the Local Complaint Mechanism: Challenges and Solutions including Recommendations for an effective Working Environment for Ombudspersons)	Cham Province}
poorugenvin វាហ្គម័ង «សេចការ communication	<b>អម្មតាះព</b> (Activity):សិព្វាសាលាពិភាក្សាស្មីពី៣ពេជ្រឹងប	វ៉ាពិពីវើរើ (Strengthening the Local Complaint Mechanis	<del>ຈໍຣີຊູຍ</del> (Place):Phnom Pros Hotel (Kampong Cham Province)

# **លមវិជ្ញេន**(Date): ២៥-២៦ ខែ មករា ឆ្នាំ ២០២១ 25th, 26th January, 2021

មយេះការចូលរួមកម្មវិធីនេះ អ្នកចូលរួមបានជីងថានីងមានការថតរូបភាព និងយល់ព្រមក្នុងការណេយឲាz កម្ពុជាយករូបភាពពាំងនេះទៅប្រើប្រាស់ ក្នុងលក្ខណៈមិនមែនជាភាជិវកម្ម joining this event the participants are aware that pictures will be taken, and agree for these pictures to be used by GIZ Cambodia for non-commercial purpose.

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giz Deutsche Desedischeit für Internationale Dusammenarteet (342) Emeil



គេខំឡេះ N C D D





**ទទ្ធន**ាន (Activity):សិក្ខាសាលាពិភាក្សស្តីពីការពង្រឹងយន្តការបណ្តឹងរើនពលាថ្នាត់ព្រោមជាតិ៖បញ្ហាប្រឈម និងដំណោះស្រាយ រួមទាំងអនុសាសន៍ ជើម្បីប្រសិទ្ធិភាពការងាររបស់ការិយាល័យ

2010011 (Strengthening the Local Complaint Mechanism: Challenges and Solutions including Recommendations for an effective Working Environment for Ombudspersons)

គន់ខ្លួ@(Place):Phnom Pros Hotel (Kampong Cham Province)

២៥-២៦ ខែ មករា ឆ្នាំ ២០២១ 25th, 26th January, 2021 ទេមថៃទូណ(Date): មរយៈការចូលរួទកម្មវិធីនេះ អ្នកចូលរួមបានជំងំថានិងមានការថនូរូបភាព និងយល់ព្រមក្នុងការកោយ GIZ កម្ពុជាយករូបភាពពាំងនេះលៅហ្វើប្រាស់ ក្នុងលក្ខណៈមិនមែនជាអាជីវកម្ម joining this event the participants are aware that pictures will be taken, and agree for these pictures to be used by GIZ Cambodia for non-commercial purpose.

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giz Deutsche Dese discheit für Internationale Zusammenarzeit (312) Em





**កទ្ធតះគ** ( Activity):សិព្ហាសាលាពិភាពស្រុពីការពង្រឹងបន្តការបណ្តឹងរដ្ឋបាលនាវរដ្ឋបាលខ្នាក់ក្រោមជានិ៖បញ្ហាប្រឈម និងដំណោះស្រាយ រួមទាំងអនុសាសន៍ ដើម្បីប្រសិទ្ធិភាពការងាររបស់ការិយាល័យ

100001 (Strengthering the Local Complaint Mechanism: Challenges and Solutions including Recommendations for an effective Working Environment for Ombudspersons)

## ៅខ្ញុំខ្លួំខ(Place):Phnom Pros Hotel (Kampong Cham Province)

## ២៥-២៦ ខែ មករា ឆ្នាំ ២០២១ 25th, 26th January, 2021 លមទិតម្លួន(Date):

មរយៈការចូលរួមកម្មវិធីនេះ អ្នកចូលរួមបានដីនំថានិងមានការថនរូបភាព និងយល់ព្រមក្នុងការអាយ GIZ កម្ពុជាយករូបភាពទាំងនេះទៅហ្វើប្រាល់ ក្នុងលក្ខណៈមិនមែនជាអាជីវកម្ម

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giz Deutsche Texedischeit Nir Internationale Zusammenarzeit (312) Eme



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**កន្លភភភ** ( Activity ):សិព្វាសាលាពិភាព្យាស៊ូពីការពង្រឹងយន្តការបណ្តឹងរដ្ឋបាលនៅរដ្ឋបាលថ្នាក់ក្រោមជាតិ៖បញ្ហាប្រឈម និងដំណោះស្រាយ រួមទាំងអនុសាសន៍ ដើម្បីប្រសិទ្ធិភាពការងារបស់ការិយាល័យ

11011 (Strengthening the Local Complaint Mechanism: Challenges and Solutions including Recommendations for an effective Working Environment for Ombudspersons)

ផរិខ្លួខ(Place):Phnom Pros Hotel (Kampong Cham Province)

**លេទទិទេចូណ**(Date): ២៥-២៦ ខែ មកករ ឆ្នាំ ២០២១ 25th, 26th January, 2021

មរយៈការចូលរួមកម្មវិធីនេះ អ្នកចូលរួមបានដីន៍ឋានីជ័មានការថនូរូបកាព និជ័យប៉េត្រទក្ខុង៍ការកោយ GIZ កម្ពុជាយករូបកានសំធនេះទៅលើប្រាស់ ក្នុង៍លក្ខណៈមិនមែនជាអាជីវកម្ម

joining this event the participants are aware that pictures will be taken, and agree for these pictures to be used by GIZ Cambodia for non-commercial purpose.

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**គន្មនាះព** ( Aciwity):សំពួសលាពិភាក្សាស្តីពីការពង្រឹងយន្តការបណ្តឹងរដ្ឋបាលនាវដ្ឋបាលថ្នាក់ក្រោមជាតិ៖បញ្ហាប្រឈម និងដំណោះស្រាយ រួមទាំងអនុសាសន៍ ដើម្បីប្រសិទ្ធិភាពការដាររបស់កាវិយាល័យ

10000 (Strengthening the Local Complaint Mechanism: Challenges and Solutions including Recommendations for an effective Working Environment for Ombudspersons)

<mark>ៅខ្លំខ</mark>ំ¢(Place):Phnom Pros Hotel (Kampong Cham Province)

**លមទិនេទ្ធន**(Date); ២៥-២៦ ខែ មករា ឆ្នាំ ២០២១ 25th, 26th January, 2021

មយេៈការចូលរួមកម្មវិធីនេះ អ្នកចូលរួមបានដីឯថានីជ័មានការថនរូបកាព និជ័យល់ព្រមក្នុងការកោយ GIZ កម្ពុជាយករូបកាពពាំងនេះទៅប្រើប្រាស់ ក្នុងលក្ខណៈមិនមែនជាអាជីវិកម្ម ioining this event the participants are aware that pictures will be taken and agree for these pictures to be used by GIZ Cambodia for non-commercial purpose

5.5	เชิงให้เหนือ เหนือระเนิยง	ເຄຍູນຢາຍຖາຍງາຄາວ	5233	ฐอาลั สาเหยู	លនើងល	188 19	ຍຂອງເຮັດ	ເຮຍແຮ່
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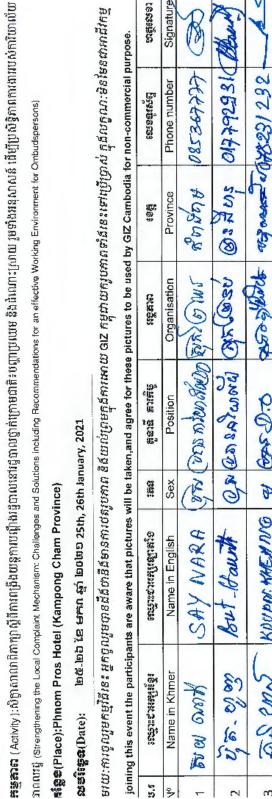
10.011 (Strengthening the Local Complaint Mechanism: Challenges and Solutions including Recommendations for an effective Working Environment for Ombudspersons)

។ខ្ញុំខ្លួច(Place):Phnom Pros Hotel (Kampong Cham Province)

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ផ្លូវការប្រាតិវិ ភ្លាញមិនិង ទំព័រទទ័រមន្តរប

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មល្លិទត្តមាន Attendance sheet

BIZ STREET

ឲ្យសមាននេះ ភាពថ្ងៃជាង

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