

## PROJECT REPORT 2014

### ANNUAL REPORT

#### United Nations Development Programme in Cambodia (UNDP)

#### ACES – Association of Councils Enhanced Services Project

01-01-2014– 31-12-2014

Annual, 2014

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**Project ID & Title:** ACES/ID:00064631

**Duration:** 4 years

**Total Budget:** 4,990,398.00 USD

**Implementing Partners/Responsible parties:** National League of Communes and *Sangkats* (NLC/S)

**Country Programme Outcome:** Capacity development of sub-national administrations.

## Table of Contents

1.	Executive summary .....	2
2.	Implementation progress .....	4
2.1.	PROGRESS TOWARDS PROJECT OUTPUTS: .....	6
2.2.	PROGRESS TOWARD COUNTRY PROGRAMME (CPAP) OUTPUT: .....	8
2.3.	PROGRESS TOWARD COUNTRY PROGRAMME (CPAP) OUTCOME:.....	10
3.	Capacity Development: .....	10
4.	Gender: .....	11
5.	Lessons learnt: .....	11
6.	Project implementation challenges: .....	11
6.1.	Project risks and actions: .....	11
6.2.	Key project issues and actions: .....	11
7.	Donor Visibility: .....	12
8.	Financial Status and Utilization: .....	12
9.	Annexes: .....	12

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### 1. Executive summary

ACES project – “Associations of Councils Enhanced Services” – is aimed at turning the National League of Communes and Sangkats (the League) into an effective representative of local voices for democratic development. The project builds on the previous EU-UNDP support project for Democratic and Decentralized Local Governance (DDLG, 2006-2011) which enabled the establishment and the development of the League, the only Local Government Association in Cambodia. As the sole representative of Local Council interests, the League is critical to the successful outcome of the country’s decentralization process participating in policy reform and project implementation.

The ACES project is aligned to the League’s 2nd strategic plan 2011-2015 and the Royal Government of Cambodia’s (RGC) decentralization policies, in particular the National Programme of Sub-National Democratic Development (NP-SNDD) 2010-2019 and its first Implementation Plan (IP3) 2011-2013.

The project substantially contributes to;

UNDAF” **Outcome 4:** *By 2015, national and sub-national institutions are more accountable and responsive to the needs and rights of all people living in Cambodia and leading to increased participation in democratic decision making”.*

UNDP’s CPAP outcome” **Outcome 4:** *By 2015, sub-national Administrations have capacity to take over increased functions”*

UNDP’s CPAP output” **Output 4.3:** *Local Government Associations are better able to advocate for their members and provide them services”*

In response to CPAP outcome and output above, during the year 2014, ACES Project Team has tried hard to focus on the expansion of Provincial Associations to include District, Municipality, Khan and the establishment of the National League of Local Councils (NLC) as recommended by Project Board’s decision on 12 March 2014. On the other hand, other activities were also prioritized to complete as well namely the establishment of Capital Provincial Association, Practical Operation Management Manual (POMM), Joint secretariat of Regional and Local Association, Mid-term Evaluation of ACES project and Code of Conduct (CoC).

As the result for this year, the Provincial Associations and National League of Local Councils (NLC) established and officially registered. The Capital and Provincial Association was also established and officially registered. These two Associations will establish a joint-secretariat to manage activities in the interest of these Associations. The structure of this joint Secretariat developed and presented to IP and stakeholders. However, agreement on this joint Secretariat is still pending due to the commitment between these two Associations and time-constraint. Restructuring these two Associations and the establishment of joint-secretariat is very important in term of financial sustainability as core staff and shared-costs for both Associations is going to be discussed in the near future to support this secretariat.

The policies and procedures developed for the League, Provincial Associations and the Capital and Provincial Association. These policies and procedures such as structure of joint-secretariat, Practical Operational Management Manual (POMM), Code of Conduct (CoC), statutes, internal rules and other mechanisms are in place. It is a sustainable mechanism for these Associations to support for its daily businesses. Unfortunately, POMM, CoC of Local Councils and Joint Secretariat are still pending and will be finalized in year 2015.

After the establishment of both Associations and the League, the next step, ACES Project needs to focus more on service delivery, advocacy, capacity development, gender and civic engagement. To achieve all these might take a lot of efforts, commitments and times. However, ACES lifespan remains a year so in this case, ACES should be considered to have project extension for considerable period i.e. three or more year base on the availability of fund.

The last but not least, the follow-up and backstop of Provincial Associations in implementing the accounting system to manage their membership fee and donors fund is crucial. Until now, more than 60% of these associations i.e. Phnom Penh, Kompong Chhnang, Pursat,

Battambang, Pailin, Preah Vihear, Kompong Thom, Kompong Cham, Kratie, Ratanakiri, Prey Veng, Takeo, Svay Rieng, Kompong Speu and Kampot can manage their funds and produced the financial report accurately. These Associations can stand unless good management in terms of governance and finance is strictly strengthened.

Even with these achievements, there are issues and challenges encountered during the whole year implementation. The establishment of joint-secretariat of both Associations remained in deadlock even though the structure has been developed by international consultant. Without this establishment, core staffs of this joint-secretariat cannot be put in place, POMM cannot be finalized and approved, consolidated Annual Work Plan and Budget (CAWPB) cannot be developed and CoC of Local Councils was still pending waiting comments from Mol. However, these issues and challenges will be discussed and solved in year 2015.

## **2. Implementation progress**

**DELIVERABLE01: The consultation processes required for the expansion of the League's membership with District, Municipal and Khan Councils have been designed, endorsed by the RGC, and implemented.**

Several National Task Force (NTF) Meetings organized to discuss about the policies, procedures and methodologies in expanding the membership of district, municipality and khan into the Provincial Associations and the new established League.

The consultative meeting conducted to 14 provinces to provide guidance on the policies, procedures and methodologies for the expansion's processes. Then once-time workshop conducted to disseminate to them before the congresses organized at the provincial level. Finally, 14 provincial congresses organized to include the district, municipality and Khan to be the members of Provincial Associations. As the result, district, municipality and Khan Councilors were members of the PA throughout the country.

The Capital and Provincial Association also successfully organized its congress using its membership fee and provided technical support from ACES team.

The pre-meeting organized in Phnom Penh on 22 July 2014 to discuss about the structure of the new National League of Local Councilors (NLC) i.e. the National Councils, the Executive Body (ExCom) and the Leaders. The meeting participated by chiefs of Provincial Association, National Association of Capital and Provincial Councilors (NACPC), NTF members, Mol, NCDD and the staff of NLCS totaled 94 (female 18).

The National League of Local Councilors (NLC) successfully established by organizing the National Congress in Phnom Penh on 30-31 July 2014 with the participants 350 (54 females). The Congress had elected the National Councilors (100), ExCom (51) leaders 9 and Internal Auditors (7).

As the result, all Provincial Associations, the Capital and Provincial Association and the National League have been duly registered with the Ministry of Interior.

**DELIVERABLE02: The League and its Provincial Associations have revised, improved and put into practice solid internal systems and procedures.**

Practical Operation Management Manual (POMM) for a Joint Secretariat of Regional and Local Association had been reviewed and revised by technical staff on 16-17 September 2014. The next-step is waiting for the agreement on the structure of joint-secretariat of both Associations. The discussion will be made on core staffs of joint-secretariat, recruitment panel and process, sharing core staffs costs etc. After such agreement was made then all

these stuffs need to be added into POMM. The final step is to get approval from both Associations and put into use for this joint-secretariat in mid-year 2015.

The structure of joint-secretariat developed by International Consultant and presented to IP and stakeholders. This structure reviewed and discussed through National Task Force Meeting on 19-20 June 2014 in Siem Reap. Based on the recommendation from MTR, this activity must hand over to IP3 to facilitate between these two Associations (Regional and Local) as it is not relevant to ACES project work plan. However, ACES staff will provide support to this activity.

Mid-term Evaluation conducted to ACES project and the international consultant employed and started his assignment on 11 August 2014. Field trip conducted to Kompong Cham, Kompong Thom, Battambang, Kampot and Sihanouk provinces. The MTR focused on seven criteria i.e. relevance, efficiency, effectiveness, potential impacts, potential sustainability, coherence and partnership. A day debriefing meeting organized to discuss on findings of Mid-term evaluation by consultant at Naga World Hotel on 4th September 2014 with participation from NCDD, Mol and 25 PA's presidents, total 47 people included 6 females. The findings had shown that ACES produced low impact to Local Associations because this project had spent more time on enabling deliverables so far. From now on, project should focus more on service deliverables.

Long and short distant coaching on financial management and accounting system conducted to the secretaries and assistants of Provincial Associations. As the result, they can operate this system effectively to manage their membership fees and donors support fund.

Under technical support of ACES staffs, 5 year strategic plan of NACPC developed and approved by NACPC council members.

ACES project retreat conducted at SRP provinces on 2-3 December 2014 to discuss 2015 AWBP, share the lesson learnt, identified issues and challenges, strengths and weaknesses over year and to identify 6 target provinces to be provided services to their members.

**DELIVERABLE07: The interests of Local Councils and citizens have been promoted employing constructive methods for advocacy of clearly defined needs and demands.**

14,000 newsletters have been disseminated to all associations and stakeholders. In accordance with the recommendations raised by MTR, the communication strategy needs to be improved by focusing more on the achievements at the local level, the linkage between all stakeholders, to be used for raising fund etc. In the report by MTR, ACES needs to shift its target from funding this activity to provide more fund to service delivery.

With TA support of ACES team, 4 representatives of capital and provincial councils officially nominated in four sub-committees of NCDD, presently the key issues and challenges of Capital and Provincial, District, Municipality, Khan Commune and Sangkat councils were primarily identified and they will be used for discussion in NCDD-sub-committee events.

To push forward in providing service delivery, in the fourth quarter 2014, ACES team went down to 6 provinces to assist the Provincial Associations to prioritize the activities to be implemented in year 2015 using their membership fees and ACES budget. ACES budget focuses on provincial forums, district forums, capacity development and support for consultation services to its members. The average budget to be supported to these activities USD 15,000.00 per province. These 6 provinces were identified such as BTB, SRP, KAM, SHV, KCM and STG.

**DELIVERABLE10: The members of the League have endorsed and implemented standards for public ethics in local government.**

The Code of Conduct (CoC) for Regional Association (NACPC) publicized, disseminated and officially launched. As for the CoC of Local Association has been finalized awaiting some comments and green light from NCDD/Mol. Training will be conducted to both Associations on this Code of Conduct (CoC) in year 2015 as part of the capacity development. Additionally, ACES staffs acted as resource persons trained capital and provincial councilors nationwide on LGA concept and facilitation skills.

## 2.1. PROGRESS TOWARDS PROJECT OUTPUTS:

<b>Output 4.3:</b> Local Government Associations are better able to advocate for their members and provide them services.			
<b>Output Indicators</b>	<b>Baseline (Aug 2012)</b>	<b>Target (2014)</b>	<b>Current status</b>
1. District council members of expanded League of Councils or a separate association.  <b>Deliverable 1:</b>	1. District councils do not have a Local Government Association which represents them.	<ul style="list-style-type: none"> <li>- 3 NTF meetings organized to discuss about approached papers.</li> <li>- Dissemination Workshop and 14 congresses organized for expansion to include DMK.</li> <li>- 1 congress organized to establish the National League of DMKCS.</li> </ul>	<ul style="list-style-type: none"> <li>- Dissemination workshop on the expansion of membership to include DMK to PACS organized at Paradise Hotel on 25th March 2014 in Siem Reap participated by 293 (22 females).</li> <li>- Approach papers for the expansion of DMK finalized and approved through NTF meeting on 26<sup>th</sup> March 2014 at Paradise Hotel in Siem Reap participated by 24 (3 females).</li> <li>- The provincial congresses for 14 provinces organized from 10<sup>th</sup>-26<sup>th</sup> April 2014 to include DMK to the Provincial Associations with total participants 2497 (345 females).</li> <li>- NTF meeting organized in Phnom Penh on 18<sup>th</sup>-19<sup>th</sup> April 2014 at Senate compound with 48 participants (13 females) to review, discuss the statute and internal rule of National League of Local Council (NLC).</li> <li>- NTF meeting organized in Siem Reap on 19<sup>th</sup>-20<sup>th</sup> June 2014 at Angkor Paradise Hotel with 25 participants (5 females) to review, discuss and finalize the statute and internal rule of National League of Local Council (NLC).</li> <li>- The meeting to discuss about the structure of Single Secretariat of Regional and Local Association organized at Paradise Hotel in Siem Reap on 27<sup>th</sup> March 2014 participated by 24 (3 females).</li> <li>- Consultative meeting to separate the association of Kompong Cham and Tboung Khmom province on 8-9 July 2014.</li> <li>- Congresses were organized in Kompong Cham and Tbong Khmom provinces on 15 July to expand the PA membership with participants 270 (female 24).</li> <li>- Pre-meeting organized in Phnom Penh on 22 July 2014 to discuss about the structure of the new NLC with participants 94 (female 18).</li> <li>- National Congress organized to establish the National League of Local Councilors (NLC) in Phnom Penh on 30-31 July 2014 with participants 350 (54 females).</li> <li>- 25 Provincial Associations and the National League have been duly registered.</li> </ul>
delivery exceeds plan		√ delivery in line with plan	delivery below plan
2. Systems and procedures for operation of Local Government Associations.	2. Insufficient systems and procedures for operation of Local Government Associations.	<ul style="list-style-type: none"> <li>- Management and board meetings organized to provide direction and management to the project.</li> <li>- Consultancies on single</li> </ul>	<ul style="list-style-type: none"> <li>- The first drafted of POMM has been submitted for review and comment by International Consultant.</li> <li>- The Project Board Meeting (PBM) organized at the NCDD Secretariat to</li> </ul>

<p><b>Deliverable 2:</b></p>		<p>secretariat and develop POMM rendered and the workshop to approve them were also organized.</p> <ul style="list-style-type: none"> <li>- External and internal audits strengthened to NLCS and PADMKCS and M&amp;E followed up.</li> <li>- Mid-term evaluation of ACES project conducted.</li> </ul>	<p>discuss about ACES top priorities for year 2014-15 presided over by H.E Sak Setha, Secretary of State of MoI and Head of NCDD on 12th March 2014 participated by 24 (4 females).</p> <ul style="list-style-type: none"> <li>- BDO (Cambodia) limited Auditing Firm conducted an audit to ACES project for fiscal year 2013 from 3-7 March 2014 at NLCS office. The management responses had already been submitted to auditor and UNDP.</li> <li>- Organize meeting to present the audit's findings to ACES staff and assigned tasks for them in response to these findings.</li> <li>- POMM has been reviewed and commented by ACES Technical staff on 16-17 September 2014.</li> <li>- Mid-term Evaluation conducted to ACES project. The international consultant employed and started his assignment on 11 August 2014 by conducted meeting with PA leaders at KCM KPT BTB KAM &amp; SHV Provinces and other partnership at nation level.</li> <li>- One day debriefing meeting to discuss on findings of mid-term evaluation by consultant at Naga World Hotel on 4th September 2014 with participation from NCDD MoI and 25 PA's president total 47 people included 6 females.</li> <li>- Joint secretariat need to be handed over to IP3 base on the recommendation from MTR. ACES team has been providing TA to both associations regarding draft organizational structure.</li> <li>- ACES staff retreat was organized in Siem Reap province on 02-03 Dec 2014 to reflect the achievements so far and Annual Work Plan and Budget (AWPB) year 2015 discussed and drafted.</li> <li>- NACPC 5 year strategic plan developed and approved in October 2014 at SHV.</li> </ul>
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delivery exceeds plan	√ delivery in line with plan	delivery below plan
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<p>3. Number of training courses designed and delivered to councils by Local Government Associations.</p> <p><b>Deliverable 3-6:</b></p>	<p>4. No training courses have been delivered.</p>	<ul style="list-style-type: none"> <li>- Trainings conducted to leaders of PADMKCS to capacitate them on leadership and facilitation skills.</li> <li>- Trainings conducted to PADMKCS to capacitate them on financial matters.</li> </ul>	<ul style="list-style-type: none"> <li>- The training on leadership, facilitation skills and financial management conducted to PA leaders, secretaries and assistants at Khmer Red-Cross Hotel in Svay Rieng province on 10th-13th February 2014 participated by 60 (20 females).</li> <li>- TNA conducted for capital and provincial councilors, then 25 capital and provincial councilors trained on LGA concept, facilitation skills and gender mainstreaming.</li> <li>- Conducted long and short distant coaching to secretaries and assistants of Provincial Associations.</li> </ul>
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delivery exceeds plan	√ delivery in line with plan	delivery below plan
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<p>5. Number of inputs/proposals into NCDD sub-committee debates.</p> <p><b>Deliverable 7:</b></p>	<p>6. 3 inputs/proposals into NCDD sub-committee debates have been addressed.</p>	<ul style="list-style-type: none"> <li>- NLCS quarterly newsletter produced so as to raise NLCS and PADMK profiles.</li> </ul>	<ul style="list-style-type: none"> <li>- 7000 copies of NLC/S 3th and 4<sup>th</sup> quarterly newsletter published and disseminated to 24 PAC/S, ministries, NGOs and other stakeholders.</li> <li>- The letter for expansion of 23 provinces and NLC congress approved by MoI on 17th Feb 2014.</li> <li>- 7000 copies of NLCS 1<sup>st</sup> and 2<sup>nd</sup> quarterly newsletter produced and disseminated to PA and concerned stakeholders.</li> <li>- ACES team supports NACPC in proposing</li> </ul>
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			<p>4 representatives of capital and provincial councils in 4 NCDD-sub committees</p> <ul style="list-style-type: none"> <li>- ACES team support NACPC to pilot training for capital and provincial councilors at 4 provinces by using it membership fees.</li> <li>- ACES team went down to 6 provinces i.e. Battambang, Siem Reap, Kampong Cham, Kampong Speu, Sihanouk, Kompong Cham and Steung Treng to support for discussion on prioritizing activities under membership fees and ACES budget to be implemented in year 2015 i.e. annual work plan and budget (AWPB).</li> </ul>
delivery exceeds plan		√ delivery in line with plan	delivery below plan
<p>7. Number of services designed and delivered to councils.</p> <p><b>Deliverable 8-13:</b></p>	<p>8. 6 services have been designed and delivered to councils.</p>	<p>- Code of Conduct of Regional and Local councils disseminated to councilors to raise awareness.</p>	<ul style="list-style-type: none"> <li>- The training on the promotion of positive views of male in support of women's roles in politics to League's Women and Children Committee and M&amp;E Office organized by PyD organization held on 25-26 February 2014.</li> <li>- Leaflet of CoC has been designed and submitted to MoI for comment.</li> <li>- This activity for next step need to be postponed to next quarter 2014.</li> <li>- ACES team provided TA support to NACPC for CoC publication (500 copies) and encouragement NACPC using membership fee for this publication.</li> </ul>
delivery exceeds plan		√ delivery in line with plan	delivery below plan

## 2.2. PROGRESS TOWARD COUNTRY PROGRAMME (CPAP) OUTPUT:

<b>Output 4.3:</b> Local Government Associations are better able to advocate for their members and provide them services.			
<b>Output Indicators</b>	<b>Baseline (Aug 2012)</b>	<b>Target (2014)</b>	<b>Current status</b>
<p>1. District council members of expanded League of Councils or a separate association.</p> <p><b>Deliverable 1:</b></p>	<p>-District councils do not have a Local Government Association which represents them.</p>	<p>-District councils are members of expanded League of Councils or a separate association has been established.</p>	<ul style="list-style-type: none"> <li>- District Councils became the members of Provincial Associations through the congresses organized at the provincial level and the National League of Local Councils officially established in July 2014 as the representatives of Provincial Associations.</li> <li>- The Capital and Provincial Association (Regional Association) established and officially registered.</li> </ul>
<p>2. Systems and procedures for operation of Local Government Associations.</p> <p><b>Deliverable 2:</b></p>	<p>-Insufficient systems and procedures for operation of Local Government Associations.</p>	<p>-Systems and procedures for operation of Local Government Associations are developed.</p>	<ul style="list-style-type: none"> <li>- Peachtree Accounting System was introduced to NLC to manage ACES project funds.</li> <li>- Temporary financial management, accounting system and procurement procedures for PADMKCS developed and put into use by PAs. Up to now, more than 60% of PAs are capable with this system. This Operational Manual (OM) is going to put into use for ACES budget in year 2015.</li> <li>- Practical Operation Management Manual (POMM) developed by consultant. It is going to use for joint-secretariat of both associations. It has been translated into Khmer. This POMM has been reviewed by technical staffs to response to the emerging issue relate to joint-secretariat of both associations.</li> <li>- The structure of joint-secretariat of both</li> </ul>



			<p>associations developed by International Consultant and presented to both associations for consideration.</p> <ul style="list-style-type: none"> <li>- ACES staff retreat was organized to reflect the achievements so far and Annual Work Plan and Budget (AWPB) year 2015 discussed and drafted.</li> </ul>
<p>3. Number of training courses designed and delivered to councils by Local Government Associations.</p> <p><b>Deliverable 3-6:</b></p>	<p>-No training courses have been delivered.</p>	<p>-6 training courses designed and delivered to Local Government Associations.</p>	<ul style="list-style-type: none"> <li>- Training Need Assessment for both PAC/S leaders and secretaries conducted through desk study, site validation and surveyed questionnaire, then, participatory finalized by PAC/S leaders and secretaries in workshop organized from 21-22 February 2013 at Kampong Cham province.</li> <li>- Capacity development strategy or approach and three year capacity development plan developed and approved at NLC/S and 24 PAC/S leaders at workshop on 21-22 February 2013. It is a matrix table including top priority of training topics, timeframe and target trainees.</li> <li>- 3 Trainings conducted to PACS leaders, secretaries and assistants on financial management, accounting system, procurement, proposal writing, facilitation, leadership skills and gender mainstreaming.</li> <li>- Long-distant coaching conducted to PA secretaries and assistants.</li> <li>- Government endorsed 0.3% of capital and provincial admin fund for NACPC membership fee and councilors also contributed US12/year and chairpersons contributed USD24 for the membership as well.</li> <li>- NLC requested government to endorse membership fee (5% of C/S admin fund and 8% of DMK admin fund) for it membership fee.</li> </ul>
<p>4. Number of inputs/proposals into NCDD sub-committee debates.</p> <p><b>Deliverable 7:</b></p>	<p>-3 inputs/proposals into NCDD sub-committee debates have been addressed.</p>	<p>-13 inputs/proposals into NCDD sub-committee debates have been addressed.</p>	<ul style="list-style-type: none"> <li>- 14,000 copies of NLC/S (3500 copies in each quarterly) newsletter published and disseminated to 24 PAC/S, ministries, NGOs and other stakeholders.</li> <li>- 19 District forums were organized by 7 PAs using their membership fee.</li> <li>- ACES team went down to 6 provinces to support for discussion on prioritizing activities under membership fees and ACES budget to be implemented in year 2015 i.e. annual work plan and budget (AWPB).</li> </ul>
<p>5. Number of services designed and delivered to councils.</p> <p><b>Deliverable 8-13:</b></p>	<p>-1 service has been designed and delivered to councils.</p>	<p>-4 services are designed and delivered to councils.</p>	<ul style="list-style-type: none"> <li>- Code of Conduct for Regional and Local Associations developed by International Consultant. The CoC of Regional Association adopted and disseminated to its members. The CoC of Local Association is awaiting comments from MoI before launching in early year 2015.</li> <li>- In year 2014, a facilitation skill was trained to capital and provincial councilors at 25 capital and provinces and they/councilors have gradually been applying for their public forums at respective capital/provinces. In addition, code of conduct for local councilors (DMK-CS councilors) was submitted for NCDSS/MOI's comment before official endorsement</li> <li>- Through sub-national council associations, local representative of local council participated in 4-NCDD subcommittees to develop, discuss and implement D&amp;D decentralization</li> </ul>

			- The training on the promotion of positive views of male in support of women's roles in politics to League's Women and Children Committee and M&E Office organize by PyD organization held on 25-26 February 2014.
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### 2.3. PROGRESS TOWARD COUNTRY PROGRAMME (CPAP) OUTCOME:

Up to now under NCDD programme in support of decentralization and de-concentration reform, the National League of Local Councils (NLC) under ACES support project, five leaders of the League were sent to be the representative in each committee of NCDD to contribute to the policies development in response to the interest of the councillors and citizens.

In the past three years, ACES project has been focused more on the structuring and restructuring of the central and the local administration as stated in the result of expansion of the League and Provincial Associations by including the membership of district, municipality and khan. Service delivery has been less focused due to the availability of budget so citizen satisfaction is far behind our goal. From year 2015, ACES focused more on service delivery for councillors and its citizen by allocating budget for Provincial Associations to support for provincial forums, district forums, capacity development and support for consultation services for its members.

Although without ACES budget to support service delivery in local level, the Provincial Associations have utilized the membership fee to organize district forums in order for the interests of Councillors and its citizenship.

<b>Outcome 4: By 2015, sub-national Administrations have capacity to take over increased functions.</b>			
<b>Outcome Indicators</b>	<b>Baseline (Aug 2012)</b>	<b>Target (2015)</b>	<b>Current status</b>
1. Number of key functions developed for Sub-national administrations by line ministries.	1. 0	1. Well-defined CS functions	- CS package function submitted to NCCDS.
2. Citizen satisfaction on Sub-national Administration services.	2. 56 LG-citizen forums	2. 200 LG-citizen forums	- 94 forums organized throughout the country (with PACS self-financing). There are 19 district forums conducted in year 2014.

### 3. Capacity Development:

Since the inception of ACES project in year 2012, capacity development strategies were considered and designed by Provincial Institutional Development Specialist and ACES team. The workshop was organized in Kompong Cham to define the capacity development needs. Finally, the capacity development plan was approved by Executive Committee of the association (ExCom) November 2012. In year 2013 and based on the top priorities, two trainings on financial management, accounting system, procurement procedures and proposal writing were conducted to PACS leaders, secretaries and assistants held in Siem Reap (11-14 March 2013) and Kompong Cham (21-22 May 2013).

In year 2014, The training on leadership, facilitation skills and financial management conducted to PA leaders, secretaries and assistants at Khmer Red-Cross Hotel in Svay Rieng province on 10th-13th February 2014 participated by 60 (20 females).

Long and short distance Coaching was continually applied to PACS leaders, secretaries and assistants.

At the meantime, there are approximately 15 provinces (60%) of PACS secretaries and assistants are able to implement the financial management, accounting system and procurement procedures to manage their membership fee and donor funds. So far, provinces has been writing proposal to raise funds from other donors to support their activities.

#### 4. Gender:

The national league of Communes and Sangkats (NLCS) and now become the National League of Local Councils (NLC), at the National Task Force meeting on 29 August 2013, encouraged the participation of women in politics by enshrining and enforcing the statutes of Local and Regional associations to promote the women for their participation in all activities conducted by NLC and Associations.

The result illustrated below;

- i) National association of capital and provincial councils (NACPC):
  - a. Leader: 1 female councilor =11.11%
  - b. National Executive members: 7 female councilors =18.42%
  - c. National council members: 11 female councilors = 17.64%
- ii) National league of local councils (DMK-CS councils)
  - a. Leader: 1 female councilor =11.11%
  - b. National Executive members: 9 female councilors =17.64%
  - c. National council members: 21 female councilors = 21%

#### 5. Lessons learnt:

The methodologies for the expansion of membership of PACS to include District, Municipality and Khan (DMK) conducted to 11 provinces in year 2013 will continue for the rest of the provinces for 2014 as it was cost-effective and expeditious.

Financial sustainability is not only related to membership fees, but it also depends on numbers of association-governance structures. Slim-down governance structure is not only saving cost to cover core-secretariat staffs and provide services to members, but it also promote effective advocacy as well.

Team work and commitment of implementing partner (IP) is very important for achieving the project activities, outputs and outcomes. To have all these achievements, delegation of authority in decision-making is quite crucial so that IP is more responsible for project achievements and accountable to other stakeholders.

#### 6. Project implementation challenges:

##### 6.1. Project risks and actions:

#	Risks	Proposed Action
1	The delay of fund committed by EU	- This issue need to be re-enforced during Project Board Meeting as well to prepare for the slim-down strategy or extension of the project (ACES) as recommended by MTR.
2	The direction of ACES project need to be committed by Project Board and Implementing Agency (NLC).	- ACES project with or without EU funding need to be committed by Project Board, stakeholders and Implementing Agency (NLC) so as to be achieved the outputs as plan. This project should not be dominated more by politics.

##### 6.2. Key project issues and actions:

#	Issues	Proposed Action
1	Joint secretariat of Regional and Local Association to be handed over to IP3.	- This topic should be discussed during Project Board Meeting in the upcoming first quarter 2015 and take action quickly as it relates to the structure of the new secretariat that focuses more on core staffs that will provide support to both Associations in a long-term strategy. It is also linked to the development of its Practical Operation Management Manual (POMM) as well. If this activity delayed some activities delayed as well.
2	Staff requirement of ACES project should be considered carefully.	- Staff requirement of ACES project should be discussed carefully in order of ACES project achievement and the sustainability of the secretariat in terms of sharing-costs.
3	Transparency and competition of recruitment for	- Transparency and competition of core-staff recruitment for

joint secretariat.	joint secretariat will not only satisfy by/accountable to both associations, but will also promote effectiveness of working productivities and services deliveries for both associations as well.
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## 7. Donor Visibility:

Under current UNDP financial support, all ACES activities have been posting UNDP logo on backdrop and acknowledgement made. Representatives of UNDP CO invited as honor guests and participants in all activities.

With strong expectation and hope receiving financial support from EU for ACES, the logo of EC also showed up.

## 8. Financial Status and Utilization:

**Table 3: Cumulative expenditure by Activity (in Atlas format) from January to December 2014**

Activities	Total Project Budget	Cumulative Expenditure	Balance	Delivery %
<b>Deliverable 1:</b> The consultation processes required for the expansion of the League's membership with District, Municipal and Khan Councils have been designed, endorsed by the RGC, and implemented.	142,131.00	142,130.85	0.15	100%
<b>Deliverable 2:</b> The League and its Provincial Associations have revised, improved and put into practice solid internal systems and procedures.	163,529.00	170,157.86	(6,628.86)	104%
<b>Deliverable 3:</b> The members of the governing bodies of the League and its 24 Provincial Associations have the analytical capacities to proactively develop policies, to communicate their opinions, and to supervise the activities of their respective secretariats.	3,090.00	3,064.18	25.82	99%
<b>Deliverable 4:</b> The support staff of the League and the 24 Provincial Associations has the technical skills to comply with the internal systems and procedures.	3,091.20	3,064.18	27.02	99%
<b>Deliverable 5:</b> The League's financial sustainability strategy is implemented including the revision of membership fees, the spread of donor dependency, and research on service charges.	0.00	35.3	(35.30)	#DIV/0!
<b>Deliverable.6:</b> The capacities of Local Councils have been developed by mutual learning, stimulating the communication and exchange of information among Cambodian Councilors, and between Cambodian Councilors and other Councilors from the developing world.				
<b>Deliverable 7:</b> The interests of Local Councils and citizens have been promoted employing constructive methods for advocacy of clearly defined needs and demands.	92,348.80	93,033.92	(685.12)	101%
<b>Deliverable 8:</b> Local Councils have improved access to information from Government and non-government sources.				
<b>Deliverable 9:</b> Local Council civic engagement policies and processes have been enhanced by transparent governance mechanisms and proactive communication.				
<b>Deliverable 10:</b> The members of the League have endorsed and implemented standards for public ethics in local government.	5,810.00	898.34	4,911.66	15%
<b>Deliverable 11:</b> The League and its Provincial Associations have reinforced their partnerships with RGC, civil society and donor agencies in order to promote Local Council and citizen interests.				
<b>Deliverable 12:</b> The Local Councils are operating efficiently, effectively and transparently utilizing the League's operational and advisory support services with a specific eye on the accomplishment of the CMDGs.				
<b>Deliverable 13:</b> Women participation in the League, the Provincial Associations and Local Councils has been enhanced.				
<b>Total Project Budget:</b>	410,000.00	412,384.63	(2,384.63)	101%
This financial report included both expenditures incurred by IP and UNDP CO.				

## 9. Annexes:

Annex1- Training Inventory

### Inventory list of trainings or workshops under ACES project

2013-2015

No	Workshop or training	Objective	Date	# Participants	Remark
1	Workshop on TNA and CD Plan	<ul style="list-style-type: none"> <li>✓ Prioritize and finalize training topics</li> <li>✓ Develop CD plan</li> </ul>	21-22 Feb 2013	106 (26 females)	(Kampong Cham Province) PAC/S & NLC/S: Leaders, secretaries and staffs. 1 from MOI, 2 from UNDP, 1 from senate, and 10 from NLC/S secretariat
2	Training on finance, account and procurement management.	<ul style="list-style-type: none"> <li>✓ Provide skills on finance, account and procurement management to leaders and secretaries of PAC/S and NLC/S.</li> </ul>	11-14 March 2013	80 (24 females)	(Siem Reap Province) PAC/S & NLC/S: Leaders, secretaries and staffs. 1 from MOI, 3 from UNDP, 1 from senate, and 5 from NLC/S secretariat. E-mail using also included.
3	Congress of regional council association	<ul style="list-style-type: none"> <li>✓ Congress</li> </ul>	27-28 March 2013	300 people (49 females)	Modern 5, Phnom Penh
4	Refresh training on district forum guideline, proposal development (new), finance, account and procurement management.	<ul style="list-style-type: none"> <li>✓ Provide skills on proposal development, refreshment on district forum guideline, finance, account and procurement management to leaders and secretaries of PAC/S and NLC/S.</li> </ul>	21-22 May 2013	64 (18 females)	Venue at KCM province
5	Organized 1 <sup>st</sup> NTF& technical working group meeting to discuss an expansion of 11 PACS (DMK/CS) and new league.	<ul style="list-style-type: none"> <li>✓ for reviewing the thematic papers, governance structure, procedure, plan, statute and rule</li> </ul>	11-12 May 2013	30 people (8 females)	Venue: Battambang
6	Coach PACS secretaries and leaders	<ul style="list-style-type: none"> <li>✓ Admin and finance</li> <li>✓ Proposal development</li> </ul>	23-25 Jul 2013	47 7people (3 females)	Prey Veng and RAT
7	Long-distance training s (advisory provision) via mails, phones	<ul style="list-style-type: none"> <li>✓ Admin and finance</li> <li>✓ Planning</li> </ul>	Whole year based on PACS requirement	24 secretaries and leaders	24 PACS
8	Facebook training	<ul style="list-style-type: none"> <li>✓ LGA concepts</li> </ul>	April-Jul	25 PACS	12 PACS

	initiated		2013	secretaries	secretaries out of 24 could access to Facebook
9	Organized 2nd NTF & technical working group meeting to discuss an expansion of 11 PACS (DMK/CS) and new league.	✓ for reviewing the thematic papers, governance structure, procedure, plan, statute and rule	29 August 2013	23 people (5 females)	Cambodianna, Phnom Penh
10	Organized dissemination workshop for PACS expansion, a selected participants coming from 11 target provinces	✓ Draft statute and rule presented, discussed and agreed. ✓ Formed the provincial working groups.	30 Sept to 1 Oct 2013	275 people (43 females)	Venue: Battambang, government office.
11	District forums organized by PACS and used its own membership fee. It reflected to training conducting by ACES project.	✓ Identified issues of CS councils.	From Sep-Dec.2013	19 district forums at 7 PACS 1075 people	TAK(1forum), KAM(8forum), SVR(2), KAT(3), BAT(1), BMC(3), RAT(1)
12	Consultation and membership-mobilization workshops organized by provincial working groups.	✓ Looked at statute and rule. ✓ Decided the membership application	1 month (October)	1462 people (females)??	PLN, KTM, KDL, KCM, KCH, PST, KTE, RAT, PHN, TAK, PHR
13	Organized PACS congress at Kandal Province.	✓ Adopted statute, and rule, elected governance structure and renew association.	14-15 Nov 2013	370people (72females)	Venue: Kandal Province
14	Organized PACS congress at Kampong Thom Province.	✓ Adopted statute, and rule, elected governance structure and renew association.	14-15 Nov 2013	292people (48females)	Venue: Kampong Thom
15	Organized PACS congress at Pailin Province.	✓ Adopted statute, and rule, elected governance structure and	14-15 Nov 2013	104people (females)	Venue: Pailin Province



		renew association.				
16	Organized PACS congress at Kampong Cham Province.	✓ Adopted statute, and rule, elected governance structure and renew association.	21-22 2013	Nov	417 people (55females)	Venue: Kampong Cham Province.
17	Organized PACS congress at Kampong Chhnang Province.	✓ Adopted statute, and rule, elected governance structure and renew association.	21-22 2013	Nov	187people (43females)	Venue: Kampong Chhnang Province
18	Organized PACS congress at Ratanakiri Province.	✓ Adopted statute, and rule, elected governance structure and renew association.	21-22 2013	Nov	92people (15females)	Venue: Ratanakiri Province
19	Organized PACS congress at Pursat Province.	✓ Adopted statute, and rule, elected governance structure and renew association.	21-22 2013	Nov	169people (females)	Venue: Pursat Province
20	Organized PACS congress at Kratie Province.	✓ Adopted statute, and rule, elected governance structure and renew association.	21-22 2013	Nov	160people (29females)	Venue: Kratie Province
21	Organized PACS congress at Phnom Penh Province.	✓ Adopted statute, and rule, elected governance structure and renew association.	27-28 2013	Nov	377people (62females)	Venue: Phnom Penh
22	Organized PACS congress at Preah Vihear Province.	✓ Adopted statute, and rule, elected governance structure and renew association.	27-28 2013	Nov	212people (30females)	Venue: Preah Vihear Province
23	Organized PACS congress at Takeo Province.	✓ Adopted statute, and rule, elected governance structure and	28-29 2013	Nov	309people (43females)	Venue: Takeo Province



		renew association.				
24	Join Ex-com and National league council meeting	<ul style="list-style-type: none"> <li>✓ Approved progress report, financial report of 2013</li> <li>✓ Other: climate change and social accountabilitys</li> </ul>	16-17 Dec 2013		327 people (86 females)	Phnom Penh hotel
25	ACES re-treat	<ul style="list-style-type: none"> <li>✓ Review ACES progress</li> <li>✓ 2014-2015 priorities</li> <li>✓ Challenges and issues</li> </ul>	25-26 Dec 2013		61 peoples (8 females)	Seaside Hotel, SHV
26	Met with PACS leaders and provincial chairmen at KCM, KTM, SRP, KDL and BTB.	<ul style="list-style-type: none"> <li>✓ Collected information on governance structure of NLCS and secretariat</li> </ul>	5-13 Jan 2014		71 people (23 females)	KCM, KTM, SRP, KDL and BTB KAS, Ministry of Personnel Affairs, NCDDDS, EU, UNDP
27	Workshop to discuss on finding of organizational structure (governance-secretariat).	<ul style="list-style-type: none"> <li>✓ Presented consultancy's finding</li> <li>✓ Collected inputs from leaders of both associations</li> </ul>	20 Jan 2014		23 people (2females)	Phnom Penh Hotel Both associations, staffs, technical working groups etc.
28	Met with concerning stakeholders for POMM development.	<ul style="list-style-type: none"> <li>✓ POMM</li> </ul>	28 Jan- Feb 2014		38 people (5 females)	NCDDDS, EU, UNDP, NLCS, NACPC, Price Water House (auditing company), PACS-KDL, NLCS leaders.
29	Training for PACS-NLCS leaders and staffs.	<ul style="list-style-type: none"> <li>✓ Finance and admin management.</li> <li>✓ leadership theories</li> <li>✓ Organizational development</li> <li>✓ Facilitation and gender</li> <li>✓ PACS strengthening workshop</li> </ul>	10-13 Feb 2014		60 people (20females)	Venue: Svay Rieng Provinces
30	DMK-Dissemination workshop	<ul style="list-style-type: none"> <li>✓ Looked at statute and rule.</li> <li>✓ Decided the membership application</li> </ul>	26 Mar 2014		297people (21females)	SRP KAM KEP BAT KSP SGT PVG BMC SHV SPR SVR KKG OMC MKR
31	Consultative meetings for the development of	<ul style="list-style-type: none"> <li>✓ Adopted policies and strategy for</li> </ul>	26-27 March 2014		22people (3females)	Venue: Siem Reap Province

	LGA management policies and strategy for the National League of Regional and Local Councils Associations	single secretariat			
	Organized NTF & technical working group meeting to discuss an expansion of 13 PACS (DMK/CS) and new league.	✓ for reviewing the thematic papers, governance structure, procedure, plan, statute and rule	26 Mar 2014	22people (3females)	Venue: Siem Reap province
32	Organized PACS congress at Kampot Province.	✓ Adopted statute, and rule, elected governance structure and renew association.	10-11 April 2014	227people (26females)	Venue: Kampot province
33	Organized PACS congress at Kep Province.	✓ Adopted statute, and rule, elected governance structure and renew association	10 April 2014	68people (3females)	Venue: Kep province
34	Organized PACS congress at Battambang Province.	✓ Adopted statute, and rule, elected governance structure and renew association	11-12 April 2014	336people (57females)	Venue: Battambang province
35	Organized PACS congress at Kampong Speu Province.	✓ Adopted statute, and rule, elected governance structure and renew association	21-22 April 2014	233people (41females)	Venue: Kampong Speu province
36	Organized PACS congress at Prey Veng Province.	✓ Adopted statute, and rule, elected governance structure and renew association	21 April 2014	325people (24females)	Venue: Prey Veng province
37	Organized PACS congress at Steung Treng Province.	✓ Adopted statute, and rule, elected governance structure and renew association	21-22April 2014	131people (18females)	Venue: Streung Treng province
38	Organized PACS congress at	✓ Adopted statute, and	21-22April 2014	221people (36females)	Venue: Banteay Meanchey

	Banteay Meanchey Province.	rule, elected governance structure and renew association			province
39	Organized PACS congress at Sihanouk Province.	✓ Adopted statute, and rule, elected governance structure and renew association	21 April 2014	115 people (13 females)	Venue: Sihanouk province
40	Organized PACS congress at Siem Reap Province.	✓ Adopted statute, and rule, elected governance structure and renew association	21 April 2014	247 people (38 females)	Venue: Siem Reap province
41	Organized PACS congress at Svay Rieng Province.	✓ Adopted statute, and rule, elected governance structure and renew association	24 April 2014	229 people (39 females)	Venue: Svay Rieng province
42	Organized PACS congress at Koh Kong Province.	✓ Adopted statute, and rule, elected governance structure and renew association	24 April 2014	139 people (22 females)	Venue: Koh Kong province
43	Organized PACS congress at OMC Province.	✓ Adopted statute, and rule, elected governance structure and renew association	24 April 2014	95 people (16 females)	Venue: OMC province
44	Organized PACS congress at Mondul Kiri Province.	✓ Adopted statute, and rule, elected governance structure and renew association	25-26 April 2014	131 people (12 females)	Venue: Mondul Kiri province
45	Consultative meetings with PAC leaders from 24 provinces (NTF) for the development of LGA management policies and strategy for the National League of Regional and Local Councils	✓ Review and integrate National League statute from consultant and existing of NLC/S statute	18 April 2014	48 people (13 females)	Venue: Senate campus

	Associations				
46	Organized NTF & technical working group meeting to discuss an expansion of new league (DMK/CS).	✓ for reviewing the thematic papers, governance structure, procedure, plan, statute and rule	19 <sup>th</sup> -20 <sup>th</sup> Jun 2014	25people (4females)	Venue: Seam Reap province
47	Pre-congress for consultative meetings among NTF and PAC leaders from 24 provinces.	✓ for reviewing the NLC/S leader's delegate procedure statute and internal rule	22 <sup>th</sup> July 2014	94people (18females)	Venue: Nagaworld PNP
48	Organize National Congress to establish National League of DMK/CS	✓ Approved on league statute, internal rule and restructure of new league with DMK/CS	30 <sup>th</sup> -31 <sup>th</sup> July 2014	350people (54females)	Venue: Phnom Penh Hotel, PNP
49	Facilitation on DMK/CS's association and League registration.	✓ To accepted of DMK/CS's Council association from MoI	from April-Aug 2014	25 associations were and National League registered	
50	Field visited to 5 provinces for Mid-term evaluation by consultant	✓ To collect information of project implementation	from 11 <sup>th</sup> -29 <sup>th</sup> Aug 2014	32 people (18females)	KCP, KTP, BTB, KAM and SHV provinces.
51	Workshop on debriefing of Mid-term evaluation result of ACES by consultant	✓ To sharing of finding and recommendation from consultant	4 <sup>th</sup> Sep 2014	46 people (7females)	Venue: Nagaworld PNP
52		✓			