

## PROJECT REPORT 2013

### ANNUAL REPORT

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

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

01-01-2013– 31-12-2013

Annual, 2013

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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.

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# Association of Councils Enhanced Services Project (ACES)

## 2013 ANNUAL REPORT

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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, in the deliverable 1: ***“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” and in the project target 2015, “District councils are members of expanded League of Councils or a separate association has been established”.*** So during the year 2013, the project team has tried hard to focus on the expansion of membership of the Provincial Association to include the Councils of Districts, Municipalities and Khans as our top or first priority because institutional development can be reached after such institution fully established. By the end of the year, 11 associations were expanded the membership to include DMK into the Provincial Associations and these associations are in the process to register with MoI. The rest (13) provinces will be expanded in year 2014 using the same methodology. Beside local council association expansion, the project has also provided both technical and financial support to the establishment of regional association, officially formed in March 2013.

The second priority which is in line with deliverable 2 ***“The League and its Provincial Associations have revised, improved and put into practice solid internal systems and procedures”*** focused on legal documents and approached papers such as the statutes and internal rules of the Local Government Association (LGA), the internal systems governance and secretariat structure of both associations i.e. Regional and Local Council Association. As the result, the recruitments of consultant to development of Practical Operational Management Manual (POMM) for the National League and the consultant for the development of Single Secretariat of Regional and Local Association to support the management of new emerging associations and its secretariat has undergone the assignment in December 2013 and they are fully on board in early January 2014. The operational manual for Provincial Associations developed and tested to manage their membership fee and other donors and ACES is going to release fund in year 2014 to implement activities such as provincial and district forums and advisory support using this operational manual.

The third priority devoted to Capacity Development that has been defined in deliverable 3 and 4: Since the onset of the project, ACES team also focused on the capacity development of existing National League's support staff and leaders, the Provincial Association of Commune Sangkat's support staff and leaders in order that these institutions are well-function to cope with the new environment of expansion of the membership to include DMK. The training needs assessment of Provincial Associations conducted and approved. Base on this assessment, financial management, accounting system and procurement procedures conducted to PACS leaders, secretaries and assistants to strengthen the capacity to manage its own membership fees and donors funds transparently, accountably, effectively and efficiently. Workshops and meetings organized to share experiences and lesson-learnt to them as well.

The fourth priority focused on financial sustainability of these associations highlighted in deliverable 5: For the future outlook of National League and Provincial Associations to have financial sustainability, ACES associates with NCDD/IP3 has calculated the membership fee options of Regional and Local Associations and raised these issues to relevant stakeholders. The regional council association decided for their members paying 0.3% of capital and provincial admin fund, additionally all councilors and chairmen need to pay USD12 and USD24 respectively. For local council association, the membership fee was decided that DMK will pay 8% of their admin fund and CS will pay 5% of their admin fund as well. In conclusion, the membership fee for regional council association is positively discussed at MEF, but membership fee of local council association is under reviewing and discussion at ministerial level (NCDDS and MEF). The independent study conducted by international consultant on governance-secretariat structure and financial sustainability was strongly indicated that sustainability does not only depend on membership fee, but it is strongly related to slim-down current governance structure, particularly executive committee and national councils.

The fifth target was development code of conducted for local councils (deliverable 10): there were two code of conducts developed by international consultant with diversified inputs from different stakeholders including both associations, NCDDS, EU, UNDP, KAS and others. A reflection workshop was conducted for collective inputs before finalization. The regional association has disseminated the code of conducts to all members at ceremonial appointment of association-cluster chairman. It is anticipated that local council association will finalize and disseminate code of conduct to it members as well in year 2014.

### **Project management**

In year 2013, the ACES project document has been reviewing and finalizing with and among stakeholders in December 2013 for EU funding.

Project monitoring has taken place on a routine basis with quarterly reports being submitted by the project team to UNDP. The UNDP internal spot check conducted in September and the report disseminated to key stakeholders.

With minus and plus, there were some issues encountered such as National Assembly election, the late commitment of fund from European Union (EU), the late recruitment of international and national staff to support ACES activities, the establishment of project steering committee to guide the direction of the project and the commitment of expansion of the membership to include DMK into the Provincial Associations. However, such issues and challenges mostly solved.

The project's life of the Association of Councils Enhanced Services Project (ACES) is four years with full coverage and co-funded with European Union and UNDP average 993,623.00 US dollars per annum. Due to the late funding of EU, the project downsized its activities to cope with only UNDP fund max 400,000.00 US dollars per annum from 2012-2013. In this case, ACES project document has to be reviewed and revised in order to synergize with 10 year national program (NP-SNDD) and IP3 and agreed the priority activities to be implemented. Therefore, key priorities of ACES for 2013 were identified and agreed among EU, UNDP, NCDDS and NLCS viz.

The targeted outputs for year 2013 were:

- District, municipal, khan councils are members of expanded league (11 provinces)
- POMM developed for expanded league of DMK-CS associations
- Membership fee formula approved by national task force (NTF)

- Number of inputs/proposal enhancing capacity development of local councils by NCDD Secretariat
- Overall structure of national single secretariat of regional and local association drafted
- Capacity development to NLCS and PADMKCS leaders and staff need to be built.

With regards to 2013 priorities, the NLCS has achieved as below:

- District, municipal, khan councils are integrated in to PACS at 11 provinces through congress restructuring governance's structure and revising statute and rule. This result was completely done in November 2013.
- Technical and financial support to an establishment of regional council association officially formed in March 2013.
- Consultant to development of Practical Operational Management Manual (POMM) recruited and started his/her assignment. The inception report was submitted for UNDP and NLCS comments. Development of POMM was late due to limited applications received and did not meet competency's requirement. Therefore, the POMM is spill over to first quarter, 2014.
- Membership fees for both local council association and regional association statistically analyzed and discussed with representatives of local councils through various workshops, meetings and congresses. The membership for regional association with rate of 0.3% of capital and provincial admin budget was accepted/agreed paying by members (capital and provincial council-government budget). Additionally, capital and provincial councilors have also contributed USD24 per year (chairman) and USD12 per year (each councilor). With regards to local council association, commune and sangkat councils agreed to use 5% of its admin fund and DMK decided to use 8% of its admin fund for the membership fee. These formulas endorsed by national task force (NTF) and submitted to NCDD/MOI and MEF for official approval.
- There was less outputs regarding advocacies or proposals raised by both associations. The limited progress is correlated with legitimate of representative body, especially the local council association. However, both associations (regional and local) have sent their representatives into NCDD's sub-committees, this positively started channel for future advocacy purposes.
- A joint secretariat was decided by regional and local council associations in 2013. Therefore, independent study by professional and experienced expert is highly required in order to look at governance's structure, secretariat's structure and financial aspect. In response to this, international consultant recruited and started his assignment in second week of December. It is anticipated that the final consultancy's report will be submitted by the end of January or early February 2014.
- Institutional Strengthening and Capacity development to councilors at sub-national is key to achieve the CPAP output "Local Government Associations are better able to advocate for their members and provide them services" and CPAP outcome "**By 2015, sub-national Administrations have capacity to take over increased functions**". With this regard, training needs assessment had been made since 2012 and approved by the councilors in 2013. Base on the training priorities, Operational Manual for Provincial Association developed and tested throughout the country. Trainings on financial management, accounting system and procurement procedures conducted to leaders, secretaries and assistants of the associations. Until now and through communication from PA, around 45% can apply this operational manual. For NLCS itself, Peachtree accounting system had already been introduced and undertaken following NCDD's Operational Manual prior to its own Practical Operation Management Manual (POMM) developed and approved.

## 1.1. 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 (2013)</b>	<b>Current status</b>
1. District council members of expanded	1. District councils do not have a Local	• District, Municipal and Khan Councils are	- The process and plan for membership expansion of local council associations

<p>League of Councils or a separate association.</p> <p><b>Deliverable 1:</b></p>	<p>Government Association which represents them.</p>	<p>members of expanded League (11 PACS expanded).</p>	<p>drafted discussed and revised based on inputs from NTF leaders, NLCS management and endorsed by NCDD.</p> <ul style="list-style-type: none"> <li>- 11 target capitals and provinces for the membership expansion of local council associations identified by 24 PACS leaders, NLCS leaders and NTF leaders. The meeting organized on 21 May 2013 at Kampong Cham Province with totally 23 participants including 2 females (2 of NLCS leaders, 18 PACS Leaders).</li> <li>- NTF meeting organized from 11-12 June 2013 at Battambang Province with total 19 people's participants including 3 female (6 of NTF leaders, 1 NCDD, 12 IP3 and ACES team). This process included data analysis of diversified political-party councilors, geographies, genders, membership-fee initiative etc.</li> <li>- NTF meeting organized on 29 August 2013 to finalize the approached papers and work plan for DMK expansion held in Cambodiana Hotel with total participants 25 (2 females).</li> <li>- Dissemination workshop on the expansion of membership to include DMK to PACS organized on 30 Sept to 1 Oct 2013 in Batambang participated by DMK PACS leaders of 11 provinces; director of district administration of 94 districts; and provincial councils, total participants 255 (38 females).</li> <li>- The formulation of Provincial Working Group (PWG) to organize congresses facilitated by NTF leaders at 11 target provinces started from October 2013. The delegation of this group is from chief of provincial councilors, provincial governors, director of provincial administration, and chief of DMK councilors, PACS leaders and secretaries.</li> <li>- Consultative meeting with Provincial Working Group (PWG) is organized by NTF and ACES team at provincial level to discuss about methodologies on Association structure and congress with 11 provinces from week two of October 2013.</li> <li>- The congresses of 11 provinces organized to expand the membership to include DMK to the Associations started from 16<sup>th</sup> November to 1<sup>st</sup> of Dec 2013 with total participants 2686 (391 females).</li> <li>- The process of registration on new 11 associations disseminated during the National Council Meeting on 16-17 December 2013.</li> </ul>
<p>delivery exceeds plan</p>	<p>√ delivery in line with plan</p>	<p>delivery below plan</p>	
<p>Note: The setting target achieved as several NTF meetings organized, dissemination organized and 11 PACS expanded as plan. However, the next step in year 2014 is going to establish League of DMKCS and the expansion of 13 PACS.</p>			
<p>2. Systems and procedures for operation of Local Government Associations.</p> <p><b>Deliverable 2:</b></p>	<p>2. Insufficient systems and procedures for operation of Local Government Associations.</p>	<ul style="list-style-type: none"> <li>• Systems and procedures developed for operation of expanded League (POMM for NLCS and PACS).</li> <li>• Overall structure of National Single Secretariat of Regional and Local Associations designed.</li> </ul>	<ul style="list-style-type: none"> <li>- Peachtree Accounting System was introduced to NLCS to manage ACES project funds.</li> <li>- Temporary financial management, accounting system and procurement procedures for PACS developed and tested.</li> <li>- Spot check conducted internally by UNDP and ACES team from 16<sup>th</sup> -25<sup>th</sup> Sep 2013 at 3 provinces namely Batambang, Pursat and Kampong Chhang participated by PACS leaders with total participants 37 (14 females).</li> </ul>

			<ul style="list-style-type: none"> <li>- The consultant to develop POMM has started his assignment from 16<sup>th</sup> of December 2013.</li> <li>- Consultant for development of single secretariat was recruited and started the assignment in the middle of December 2013.</li> <li>- The joint-workshop (ExCom and National Council Meeting) organized at Hotel Phnom Penh on 16-17 December 2013 attended by 327 participants (86 females).</li> <li>- ACES staff retreat and reflection workshop on the 11 provincial expansions to include DMK to the Provincial Association organized in Sihanouk province attended by 61 participants (8 females).</li> </ul>
delivery exceeds plan	✓ delivery in line with plan		delivery below plan
<p>Note: It was mostly achieved against setting target. There were two consultants recruited i) for governance-secretariat structure and ii) for POMM. They both started their assignment with anticipation to complete technical reports by Q1, 2014.</p>			
<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>• Membership fee rate has been increased based on a variable fee formula.</li> <li>• 2 trainings conducted to PACS leaders, secretaries and assistants to capacitate them in line with new emerging of PADMKCS.</li> </ul>	<ul style="list-style-type: none"> <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>- TNA 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>- Training on financial management, accounting and procurement conducted to PACS leaders, secretaries and assistants (11-14 March 2013 in Siem Reap with participants 79, 24 females).</li> <li>- Two day training course on concept regarding district forum, proposal development, account and procurement conducted for leaders, secretaries and assistants of PACS from 24 capital/provinces and NLC/S staffs (21-22 May 2013 at Kampong Cham Province with totaled 64 participants (18 females).</li> <li>- Temporary financial management, accounting system and procurement procedures direct coached to PACS leaders, secretaries and assistants by ACED teams at two provinces namely Prey Veang and Ratanakiry help from 20<sup>th</sup> -25<sup>th</sup> June 2013.</li> <li>- The membership fees for both regional council association and local council associations were initiated through NTF meeting at Hotel Cambodiana on 29<sup>th</sup> Aug 2013 with 23 participants (2 females). The membership fee options are subject to discussion with DMK-CS councils prior to request for endorsement from MoI and MEF. NTF agreed with 5% of admin fund for CS and 8% of general admin fund for DMK councils.</li> <li>- Temporary financial management, accounting system and procurement procedures followed up and coached to PACS leaders, secretaries and assistants through short and long-distance coaching with 11 provinces.</li> </ul>

delivery exceeds plan		√ delivery in line with plan		delivery below plan	
<p>Note: This output's indicators consisted of 4 deliverables (3-6), so it is difficult to quantitatively rate an achievement. However, there was significantly progress on capacity development (to train PACS-NLCS leaders and staffs as plan—deliverable 3 and 4, there were two training courses conducted). Deliverable 5 regarding financial sustainability, the membership-fee formula analyzed and agreed by NTF and members and it was sending to NCDD, MOI and MOEF for endorsement. BPA program (deliverable 5) is pending.</p>					
5. Number of inputs/proposals into NCDD sub-committee debates.  <b>Deliverable 7:</b>	6. 3 inputs/proposals into NCDD sub-committee debates have been addressed.	• # of inputs/proposals enhancing capacity development of Local Councils by NCCD Secretariat.	- 14752 copies of NLC/S (3688 copies in each quarterly) newsletter published and disseminated to 24 PAC/S, ministries, NGOs and other stakeholders. - A requested letter to include representatives of capital and provinces into NCDD sub-committees has submitted to Deputy Prime Minister, Minister of Interior. - A requested letter to ask for 0.3% of capital/provincial admin fund submitted to Ministry of Interior and Ministry of Economy and finance in April 2013 for Regional association. - A staff in position of institutional strengthening officer recruited and placed in the position. - 19 District forums are organized by 7 PAC/S using their membership fee. - ToR for IBO developed, revised and finalized and waiting for recruitment.		
delivery exceeds plan		√ delivery in line with plan		delivery below plan	
<p>This activity was slow. The thematic papers for PACS strengthening developed, discussed and finalized by NLCS governance and the IBO's TOR drafted. It is anticipated that both IBO's recruitment and budget allocation to PACS will be implemented by early year 2014. However with PACS own sources, there were 75 district forums organized.</p>					
7. Number of services designed and delivered to councils.  <b>Deliverable 8-13:</b>	8. 6 services have been designed and delivered to councils.	• Code of Conduct for Regional and Local Associations developed.	- Mr. Paul Martin, consultant for the development of Code of Conduct started his assignment on 1 <sup>st</sup> August 2013. - Consultative meeting with stakeholders at national level to discussed on CoC on 5 <sup>th</sup> - 6 <sup>th</sup> August with 10 participants (1 female). - Consultative meeting of CoC with councilors and stakeholders at provincial level namely BTB PUR and KCH provinces from 7 <sup>th</sup> -15 <sup>th</sup> August with 141 participants (23 females). - On 28 <sup>th</sup> August, consultative workshop to finalize of Code of Conduct organized in Hotel Cambodiana participated by 77 participants (13 females). - Two training on (1) women's political participation in commune/Sangkat election (2) Concept of women's mainstreaming on commune development plan to women and children committee of league is organizes by NLC/S and supported by PyD from 01-03 April and 21 <sup>th</sup> -22 <sup>th</sup> of November 2013.		
delivery exceeds plan		√ delivery in line with plan		delivery below plan	
<p>Note: This output's indicators consisted of 6 deliverables (8-13), so it is difficult to quantitatively rate an achievement (same as output's indicator 3). However, some targets progressed such as code of conducts and training for women and children committee (under cooperation with PyD).</p>					

## 1.2. 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.			
Output Indicators	Baseline (Aug 2012)	Target (2015)	Current status
9. District council members of expanded League of Councils or	10. District councils do not have a Local Government	1. District councils are members of expanded League of Councils or a	- The process and plan for membership expansion of local council associations drafted discussed and revised based on



<p>a separate association.</p> <p><b>Deliverable 1:</b></p>	<p>Association which represents them.</p>	<p>separate association has been established.</p>	<p>inputs from NTF leaders, NLCS management and endorsed by NCDD.</p> <ul style="list-style-type: none"> <li>- 11 target capitals and provinces for the membership expansion of local council associations identified by 24 PACS leaders, NLCS leaders and NTF leaders. The meeting organized on 21 May 2013 at Kampong Cham Province with totally 23 participants including 2 females (2 of NLCS leaders, 18 PACS Leaders).</li> <li>- NTF meeting organized from 11-12 June 2013 at Battambang Province with total 19 people's participants including 3 female (6 of NTF leaders, 1 NCDD, 12 IP3 and ACES team). This process included data analysis of diversified political-party councilors, geographies, genders, membership-fee initiative etc.</li> <li>- NTF meeting organized on 29 August 2013 to finalize the approached papers and work plan for DMK expansion held in Cambodiana Hotel with total participants 25 (2 females).</li> <li>- Dissemination workshop on the expansion of membership to include DMK to PACS organized on 30 Sept to 1 Oct 2013 in Batambang participated by DMK PACS leaders of 11 provinces; director of district administration of 94 districts; and provincial councils, total participants 255 (38 females).</li> <li>- The formulation of Provincial Working Group (PWG) to organize congresses facilitated by NTF leaders at 11 target provinces started from October 2013. The delegation of this group is from chief of provincial councilors, provincial governors, director of provincial administration, and chief of DMK councilors, PACS leaders and secretaries.</li> <li>- Consultative meeting with Provincial Working Group (PWG) is organized by NTF and ACES team at provincial level to discuss about methodologies on Association structure and congress with 11 provinces from week two of October 2013.</li> <li>- The congresses of 11 provinces organized to expand the membership to include DMK to the Associations started from 16<sup>th</sup> November to 1<sup>st</sup> of Dec 2013 with total participants 2686 (391 females).</li> <li>- The process of registration on new 11 associations disseminated during the National Council Meeting on 16-17 December 2013.</li> </ul>
<p>11. Systems and procedures for operation of Local Government Associations.</p> <p><b>Deliverable 2:</b></p>	<p>12. Insufficient systems and procedures for operation of Local Government Associations.</p>	<p>2. 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 NLCS to manage ACES project funds.</li> <li>- Temporary financial management, accounting system and procurement procedures for PACS developed and tested.</li> <li>- Spot check conducted internally by UNDP and ACES team from 16<sup>th</sup> -25<sup>th</sup> Sep 2013 at 3 provinces namely Batambong, Pursat and Kampong Chhang participated by PACS leaders with total participants 37 (14 females).</li> <li>- The consultant to develop POMM has started his assignment from 16<sup>th</sup> of December 2013.</li> <li>- Consultant for development of single</li> </ul>

			<p>secretariat was recruited and started the assignment in the middle of December 2013.</p> <ul style="list-style-type: none"> <li>- The joint-workshop (ExCom and National Council Meeting) organized at Hotel Phnom Penh on 16-17 December 2013 attended by 327 participants (86 females).</li> <li>- ACES staff retreat and reflection workshop on the 11 provincial expansions to include DMK to the Provincial Association organized in Sihanouk province attended by 61 participants (8 females).</li> </ul>
<p>13. Number of training courses designed and delivered to councils by Local Government Associations.</p> <p><b>Deliverable 3-6:</b></p>	<p>14. No training courses have been delivered.</p>	<p>3. 6 training courses designed and delivered to councils by Local Government Associations.</p>	<ul style="list-style-type: none"> <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>- TNA 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>- Training on financial management, accounting and procurement conducted to PACS leaders, secretaries and assistants (11-14 March 2013 in Siem Reap with participants 79, 24 females).</li> <li>- Two day training course on concept regarding district forum, proposal development, account and procurement conducted for leaders, secretaries and assistants of PACS from 24 capital/provinces and NLC/S staffs (21-22 May 2013 at Kampong Cham Province with totaled 64 participants (18 females).</li> <li>- Temporary financial management, accounting system and procurement procedures direct coached to PACS leaders, secretaries and assistants by ACED teams at two provinces namely Prey Veang and Ratanakiry help from 20<sup>th</sup> -25<sup>th</sup> June 2013.</li> <li>- The membership fees for both regional council association and local council associations were initiated through NTF meeting at Hotel Cambodiana on 29<sup>th</sup> Aug 2013 with 23 participants (2 females). The membership fee options are subject to discussion with DMK-CS councils prior to request for endorsement from MoI and MEF. NTF agreed with 5% of admin fund for CS and 8% of general admin fund for DMK councils.</li> <li>- Temporary financial management, accounting system and procurement procedures followed up and coached to PACS leaders, secretaries and assistants through short and long-distance coaching with 11 provinces.</li> </ul>
<p>15. Number of inputs/proposals into NCDD sub-committee debates.</p> <p><b>Deliverable 7:</b></p>	<p>16. 3 inputs/proposals into NCDD sub-committee debates have been addressed.</p>	<p>4. 13 inputs/proposals into NCDD sub-committee debates have been addressed.</p>	<ul style="list-style-type: none"> <li>- 14752 copies of NLC/S (3688 copies in each quarterly) newsletter published and disseminated to 24 PAC/S, ministries, NGOs and other stakeholders.</li> <li>- A requested letter to include representatives of capital and provinces into NCDD sub-committees has submitted to Deputy Prime Minister, Minister of Interior.</li> </ul>

			<ul style="list-style-type: none"> <li>- A requested letter to ask for 0.3% of capital/provincial admin fund submitted to Ministry of Interior and Ministry of Economy and finance in April 2013 for Regional association.</li> <li>- A staff in position of institutional strengthening officer recruited and placed in the position.</li> <li>- 19 District forums are organized by 7 PAC/S using their membership fee.</li> <li>- ToR for IBO developed, revised and finalized and waiting for recruitment.</li> </ul>
<p>17. Number of services designed and delivered to councils.</p> <p><b>Deliverable 8-13:</b></p>	18. 1 service has been designed and delivered to councils.	5. 4 services are designed and delivered to councils.	<ul style="list-style-type: none"> <li>- Mr. Paul Martin, consultant for the development of Code of Conduct started his assignment on 1<sup>st</sup> August 2013.</li> <li>- Consultative meeting with stakeholders at national level to discussed on CoC on 5<sup>th</sup> - 6<sup>th</sup> August with 10 participants (1 female).</li> <li>- Consultative meeting of CoC with councilors and stakeholders at provincial level namely BTB PUR and KCH provinces from 7<sup>th</sup> -15<sup>th</sup> August with 141 participants (23 females).</li> <li>- On 28<sup>th</sup> August, consultative workshop to finalize of Code of Conduct organized in Hotel Cambodiana participated by 77 participants (13 females).</li> <li>- Two training on (1) women's political participation in commune/Sangkat election (2) Concept of women's mainstreaming on commune development plan to women and children committee of league is organizes by NLC/S and supported by PyD from 01-03 April and 21<sup>th</sup> -22<sup>th</sup> of November 2013.</li> </ul>

### 1.3. PROGRESS TOWARD COUNTRY PROGRAMME (CPAP) OUTCOME:

Since 2013 is the mid-term of the project, therefore mid-term evaluation will be conducted in year 2014 and there is no research and or study conducted to evaluate citizen satisfaction on Sub-national Administration services and the capacity of councillors to provide services to their members and citizen as well. By the end of the project, there will be a research or study on citizen satisfaction and the capacity of councillors in providing services to their members and its citizen. However, district fora organized to gather information related to issues and challenges of the citizen using their membership fee.

<b>Outcome 4:</b> By 2015, sub-national Administrations have capacity to take over increased functions.			
<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	- 75 forums organized throughout the country (with PACS self-financing)

### 1.4. 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). Long and short distance Coaching was continually applied to PACS leaders, secretaries and assistants. At the meantime, there are approximately 11 provinces (45%) 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. Two provinces i.e. Ratanakiri and Prey Veng are under proposal writing to raise funds from other donors to support their activities.

### 1.5. Gender:

The national league of Communes and Sangkats (NLCS), 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 NLCS and Associations.

Conclusion, under ACES project implementation, a gender was mainstreaming to all activities implemented.

### 1.6. 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 provinces next year 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.

## 2. Project implementation challenges:

### 2.1. Project risks and actions:

#	Risks	Proposed Action
1	The election of national assembly in 2013 and election of capital, provincial, district, municipality and khan councils in 2014 may slow down project momentum, then following by flooding.	- NLCS and PACS should delegate responsibilities and tasks to secretariats and project staffs.
2	The agreed plan is timely consumed.	- Concerning parties need to approve plan within first quarter of each fiscal year.

### 2.2. Key project issues and actions:

#	Issues	Proposed Action
1	Unavailable time (all concerning parties) for a project board meeting.	- Continued setting-time for a meeting between UNDP and NLCS, then, fix time and date for ACES project board meeting.
2	International Governance Advisor is hired late due to lack of additional donor funding.	- Speed up recruitment process of International Governance Advisor as soon as possible
3	The delay in staff recruitment.	- Recruitment of 12 provincial back stoppers is highly required. - Recruitment of other positions stipulated in ACES project document is delayed.
4	Delay in formulation of ACES steering committee.	- Continued finding the agreement with concerning stakeholders, particularly, NCDD, EU, NLCS and UNDP.
5	The national assembly election held on 28 July 2013 was slow down project activities.	- Speed up the activities in Sept 2013 and the next quarter to achieve planned deliverables.

### 2.3. 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.

### 3. Financial Status and Utilization:

**Table 3: Cumulative expenditure by Activity (in Atlas format) from January to December 2013**

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.	\$149492	\$109766.86	39725.14	73.43%
<b>Deliverable 2:</b> The League and its Provincial Associations have revised, improved and put into practice solid internal systems and procedures.	\$130954.64	\$108492.88	22461.76	82.85%
<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.	\$16648.41	\$16648.41	0.00	100%
<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.	\$17294.95	\$17294.95	0.00	100%
<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.				
<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.	\$91528	\$75806.22	15721.78	82.82%
<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.	\$15626	\$15084.77	541.23	96.54%
<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.	\$74	\$74.00	0	100%
<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>	<b>\$421,618.00</b>	<b>\$343168.09</b>	<b>78449.91</b>	<b>81.39%</b>
This financial report included both expenditures incurred by IP and UNDP CO.				

#### Annexes: