

**Royal Government of Cambodia
Ministry of Interior**

—
No: 6605/SSR



**Kingdom of Cambodia
Nation Religion King**

**Decision
on**

Announcement on Implementation of Strategic Plan on Capacity Development for Civil Servants at Ministry of Interior and Human Resources at Sub-National Administrations

Deputy Prime Minister and Minister of Interior

- Having seen Constitution of Kingdom of Cambodia;
- Having seen Royal Decree No. NS/RKT/0918/925 dated 06 September 2018 on Appointment of Royal Government of Kingdom of Cambodia;
- Having seen Royal Kram No. NS/RKM/0618/012 dated 28 June 2018 on Promulgation of Law on Organization and Functioning of Council of Ministers;
- Having seen Royal Kram No. NS/RKM/0196/08 dated 24 January 1996 on Promulgation of Law on Establishment of Ministry of Interior;
- Having seen Royal Kram No. NS/RKM/0301/05 dated 19 March 2001 on Promulgation of Law on Administrative Management of Commune and Sangkat;
- Having seen Royal Kram No. NS/RKM/0508/017 dated 24 May 2008 on Promulgation of Law on Administrative Management of Capital, Provinces, Municipalities, Districts, and Khans;
- Having seen Sub-Decree No. 109/ANK/BK dated 19 August 2015 on Organization and Functioning of Ministry of Interior;
- Having seen Sub-Decree No. 192/ANK/BK dated 14 September 2016 on Establishment of National School of Local Administration; and
- With reference to the request of Director General of General Department of Administration, Ministry of Interior

DECIDES

Article 1

The Strategic Plan on Capacity Development for Civil Servants at Ministry of Interior and Human Resources at Sub-National Administrations is put into use officially.

Article 2

Secretary General of General Secretariat; Director General of General Department of Administration; Director General of General Department of Logistics and Finance; Director of National School of Local Administration; Heads of other entities under Ministry of Interior; Capital and Provincial Councilors; Capital and Provincial Boards of Governors; Municipal, District, and Khan Councilors; Municipal, District, and Khan

Unofficial Translation

Boards of Governors; Commune and Sangkat Councilors; Commune Chiefs; Sangkat Chiefs; and other relevant stakeholders shall be responsible for the implementation of the Decision in accordance with their respective roles from the date of signature herein.

Article 3

The Decision comes into effect from the date of signature herein.

Phnom Penh, 26 October 2018

Deputy Prime Minister and Minister of Interior

Stamped and Signed

Samdech Krolahom Sar Kheng

Recipients:

- Office of Council of Ministers
- Ministry of Economy and Finance
- Ministry of Civil Service
- Cabinet Office of Samdech Akka Moha Sena Padei Techo
Prime Minister
- Cabinet Offices of H.E. Deputy Prime Ministers
- N.C.D.D. Secretariat
- As in Article 2
- Royal Gazette
- Archive



Ministry of Interior

**Strategic Plan on
Capacity Development for Civil Servants at Ministry
of Interior and Human Resources at Sub-National
Administrations
(2019 - 2023)**

Unofficial Translation

October 2018

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1. Introduction

1.1. Background

Through the implementation of the Decentralization and De-concentration Reform of the Royal Government of Cambodia (RGC), the sub-national management system in Cambodia has shifted into a new turning point by changing communes and sangkats; and the capital, provinces, municipalities, districts, and khans which were the entities within the structure of the Ministry of Interior (MoI) to become the legal ones in 2002 and 2009, respectively, which have the councils as representatives and have the rights, authorities, resources, functions, and autonomy in managing the task within their own jurisdiction. During 15 years of this reform, RGC has obtained so many achievements in both the politics and the social economy such as the regular selection of representatives of each Sub-National Administration (SNA) through the sub-national councils election in every five years, close and convenient access of public services for the citizens, development of physical infrastructures, promotion of social services, and contribution to reduction of poverty at the local level.

There are many factors that contribute to the above achievements. In particular, strengthening the capacity of human resources both at MoI and SNAs is the factor that cannot be overlooked. By the cooperation with the relevant stakeholders, especially with the Secretariat of the National Committee for Sub-National Democratic Development (NCDDS), MoI has created the favorable conditions for capacity development such as:

- Introduction of several guidelines and manuals related to capacity development of SNAs for use;
- Improvement of mechanisms to provide and support capacity development including the establishment of the National School of Local Administration (NASLA);
- Application of various approaches in capacity development;
- Allocation of budget for capacity development;
- Involvement of many stakeholders to provide capacity development; and
- Acquirement of cooperation from stakeholders in capacity development, etc.

1.2. Challenges and Rationality

Along with these positive points, through the study an evaluation by the independent experts¹ as well as the result of the Capacity Development Needs Assessment² (CDNA) by the working group of MoI, they indicate there is a big gap between the required capacity and the actual one of the civil servants at MoI and SNAs still remaining, especially the gap related to knowledge and skills on policies, laws, and regulations; administrative skills to perform daily work; and technical skills based on each official's tasks. This means that the effectiveness of the capacity development provision and support for the civil servants at MoI and SNAs that has been implemented so far has not responded to the gap yet. Through the interviews with the officials at the management level and civil servants at MoI and with the council members, the officials at the management level, and civil servants at SNAs and through the consultative workshop with relevant stakeholders at the municipal and district level³, it became obvious that there were similar problems in the situation of human resources among those entities. The problems are that the officials do not have qualified capacity and skills, and most of them do not participate in the trainings, and they do not understand clearly about their roles and duties. All these factors actually affect the effectiveness of work performance in each entity.

There are some reasons that cause the above situation. The following are the main causes:

- Capacity development is organized based on the annual training plan without any specific or regular training program;
- Training does not respond to the actual needs and mostly is determined by the national level;

¹ The report of capacity development assessment of SNAs by Mrs. Jenny Pearson and Mr. Ros Hoy, the independent advisors, in August 2017

² The result of CDNA for civil servants at MoI and SNAs by the Training Department (TD) of the General Department of Administration (GDA), MoI in 2015, 2016 and 2017

³ The consultative workshop with Municipal and District Administrations in Battambang Province which was a part of CDNA Process at SNAs, organized by TD of GDA, MoI which was supported by Dr. Masako SASAKI, Chief Advisor of Project for Capacity Development on Training Management for Strengthening Sub-National Administrations (PCDTM) in 2017.

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- Most trainings are conducted using the cascade method which has reduced the training quality;
 - Training is not set to be compulsory and encouraged;
 - Trainings that are organized by different entities and partners are not collective; and
 - Monitoring and evaluation on effectiveness of training is still limited.

The Strategic Plan on Capacity Development for Civil Servants at MoI and Human Resources at SNAs (SPCD) is a medium-term strategic plan from 2019 to 2023 and is developed to tackle the challenges in relation to capacity development as mentioned above. It ensures that every civil servant at MoI as well as every council member and civil servant at the sub-national level could receive the opportunities for capacity development regularly and effectively so that it meets the actual needs in performing their roles and duties.

1.3. Preparation Process

This strategic plan is developed through research, analysis, several meetings to revise, and consultative workshops with the relevant stakeholders both at the national and sub-national level. They are namely:

- Analysis on the result of CDNA of civil servants at MoI and human resources at SNAs which was conducted by TD of GDA, MoI in 2015, 2016 and 2017;
- Study on the report of capacity development assessment of SNAs by Mrs. Jenny Pearson and Mr. Ros Hoy, the independent advisors, in August 2017;
- Consultative workshop with the officials at the management level of Municipal and District Administrations in Battambang Province;
- Interview with the officials at the management level and civil servants at MoI as well as with the council members, the officials at the management level and civil servants at SNAs at four target areas: the Phnom Penh Capital, Battambang, Stung Treng, and Koh Kong Provinces; and
- Several meetings to collect inputs and to review the contents; and consultative workshops on the draft strategic plan among the working

group and other stakeholders from MoI, the Ministry of Civil Service, the Royal School of Administration, NCDDS, the Economics and Finance Institute, SNAs and many other national and international experts.

2. Vision, Goal and Objectives

2.1. Vision

Better services are delivered by the qualified civil servants at MoI and human resources at SNAs.

2.2. Goal

Professional capacity of the civil servants working at MoI and the human resources at SNAs is improved.

2.3. Objectives

For the achievement of the goal set above, this strategic plan has set three objectives as follows:

1. Improving Quality of Capacity Development Program;
2. Strengthening Quality of Research; and
3. Improving Effectiveness of Capacity Development Mechanisms.

3. Scope

This strategic plan has the scope in capacity development of the civil servants working at the entities under MoI, as well as the councilors and civil servants who work at the entities in the structure of capital/provincial, municipal/district/khan and commune/sangkat administrations.

4. Strategies

In order to attain the objectives defined in Section 2.3. above, this strategic plan sets out the six main strategies as follows:

Strategy 1: Improving Effectiveness of Capacity Development Program;

Strategy 2: Strengthening Monitoring and Evaluation for Capacity Development Program;

Strategy 3: Improving Research Function;

Strategy 4: Strengthening Human Resource Development Function;
Strategy 5: Promoting Cooperation with Stakeholders; and
Strategy 6: Operationalizing National School of Local Administration.

The relations between the three objectives and the six strategies of the strategic plan, please refer to Annex 1 (Figure of Strategic Plan on Capacity Development).

4.1. Strategy 1: Improving Effectiveness of Capacity Development Program

As mentioned above, one of the challenges of capacity development is that the current capacity development activities have been conducted through the annual training plan without any effective capacity development program. Moreover, the quality of current capacity development program is still limited because the capacity of trainers and necessary facilities for training have not responded to the needs yet. Also, most of the civil servants who are currently working don't have the opportunities to receive the training yet.

For tackling this challenge, the Five-Year Capacity Development Program (2019-2023) shall be developed. The preparation of this medium-term program leads to ensure that every civil servant at MoI and SNAs receives the capacity development opportunities, please refer to Annex 6 (Number of Civil Servants at MoI and Personnel at SNAs). The program shall include the obligatory training program and other capacity development activities. For the implementation, the annual capacity development plan shall be prepared. The main concepts for the preparation of the obligatory training program are set out in Subsection 4.1.1. CDNA is required to conduct regularly for other capacity development activities to ensure that the annual capacity development program responds to the actual needs of institutions and human resources both at MoI and SNAs, along with the domestic, regional, and global change as stated in Subsection 4.1.2. At the same time, the quality of trainers and facilities used to enhance the effectiveness of capacity development shall be improved as specified in Subsections 4.1.3. and 4.1.4.

4.1.1. Preparation of Obligatory Training Program

The obligatory training program shall be organized based on the position-based training principles for the target groups as stated in Chapter 3 of this document. It

aims to improve organizational and individual work performance by providing the necessary knowledge and skills to ensure that civil servants have qualified capacity to carry out the daily work at each office or for each position and to provide public services to the people efficiently and effectively.

According to the results of the Training Needs Assessment conducted so far (please refer to Annex 7 on Result of Capacity Development Needs Assessment by Training Department in 2015, 2016, and 2017 and the results of the interviews and the consultative workshop with Municipal and District Administrations in Battambang Province), the obligatory training program incorporated in the Five-Year Capacity Development Program (2019-2023) shall be prepared as the following six categories:

- (1) Advanced Management Course;
- (2) Management Level II Course;
- (3) Management Level I Course;
- (4) Specialized Training Course;
- (5) Basic Training Course; and
- (6) Administrative Secretary Course.

For the content and target group of each course, please refer to Annex 2 (Obligatory Training Program).

The content and methodology used in the six-categorized program could be changed according to the target participants. At the same time, the curriculum shall be designed for at least 120 hours (four weeks) for each course, except the one for the Specialized Training Course that will be determined by the actual topics.

4.1.2. Capacity Development Needs Assessment

In addition to the obligatory training program in the annual capacity development plan, other capacity development activities shall be prepared through CDNA, which aims to ensure that civil servants have the knowledge and skills that meet the actual needs and socio-economic and technological development in the country, the region, and the world. CDNA is an important stage in designing the capacity development program which is responsive to the target groups' needs in

terms of developing the skills and filling the capacity gaps. Capacity development shall respond to the actual situation of each target group, especially their capacity level and experience. Therefore, the preparation of capacity development plan shall focus on the result of CDNA. It requires in-depth and detailed analysis through monitoring the performance on roles and duties of the target groups; and through interviews, regulations, and results of other relevant research, in consideration of the socio-economic and technological progress in the country, the region, and the world.

4.1.3. Improving Capacity of Trainers

Capacity of trainers is the main factor that affects the quality of capacity development, especially the training. The arrangement to provide the training requires the well-organized program, including the selection of trainers and the preparation of training modules.

The method to improve the capacity of trainers should be considered thoroughly based on each individual case. Some issues which affect the quality of capacity development provided by the trainers are: less experience, much workload, lack of preparation, too many participants, etc. However, there are some basic measures to strengthen the capacity of trainers such as providing regular training for the trainers, setting training principles, conducting regular training, and assigning selected officials as the specialized trainers.

For the selection of internal and external trainers, the content, expected outcomes and trainer's criteria shall be set clearly to ensure training's effectiveness. The training organizers shall check the session plans in advance to make sure that the trainers can provide the right training as planned.

The preparation of the session plans is a process of coordination by each trainer or facilitator and is an integral part in the arrangement of training course.

The session plans can help the facilitators to manage the training process and to determine the expected outcomes (providing knowledge, skills and attitude) that the trainees will receive from the training. The session plans shall include various facilitating methods (especially the participatory method), teaching materials, and

setting the suitable venue to support the process of training in order to encourage and motivate the trainees to participate in the learning process.

4.1.4. Improving Training Modules and Facilities

Training modules and facilities affect the quality of training. The training modules include the session plans, the textbooks, the presentation materials (slide presentation, picture, diagram, and note), the training schedule, and other training tools such as flipchart, marker, video, etc. which should be prepared in advance.

The standard training modules to be prepared include the teaching guide for the trainers and the periodic review of the content for the update.

As for the venue, it shall be chosen properly based on the number of participants and the training activities. And the necessary equipment shall be provided sufficiently.

<h3>4.2. Strategy 2: Strengthening Monitoring and Evaluation for Capacity Development Program</h3>

In order to ensure that the capacity development program could achieve the expected outcomes, it is necessary to strengthen the monitoring and evaluation of the program. It leads to enhance the quality of the program preparation. In this regard, the monitoring and evaluation which shall be carried out regularly by the authorized entities at the both national and sub-national level is an important mean for improvement of the quality and effectiveness of planning and conducting the capacity development activities.

4.2.1. Setting Up Competency Standard for Civil Servants

For strengthening the monitoring and evaluation on the performance and the results of the capacity development program, it is necessary to prepare the specific indicators for the evaluation. Among them, setting the competency standard⁴ for each position or each office is an important task that cannot be missed.

⁴ The competency standard refers to knowledge and skills required to perform the work and carry out the roles and duties in each position.

The standard of knowledge and skills for the position and/or the level of performance required in each office shall be set up through the study as described in the research plan mentioned in Strategy 3.

4.2.2. Developing Monitoring and Evaluation Guideline for Capacity Development Program

In order to conduct the monitoring and evaluation of capacity development program properly nationwide, it is necessary to develop the monitoring and evaluation guidelines and methodology as well as the capacity development management system. All training programs must have the competency standard that is clearly defined based on each skill and knowledge. And the trainees will be evaluated, using this competency standard-based assessment method. In addition, the trainees' feedback will be gathered and the impact assessment at the workplaces will be conducted to determine the extent that the desired objectives are achieved.

4.3. Strategy 3: Improving Research Function

Research is the fundamental part to develop and improve the governance in order to provide public services to the people more effectively and responsively. It also contributes to the development and improvement of policies and regulations. MoI shall assign a specific and responsible entity to focus on research work and to coordinate all research tasks under the working plan of MoI. The entity shall pay attention to the quality improvement of research by increasing the research activities and developing the research capacity.

4.3.1. Increasing Number of Research Activities

The medium-term and annual study and research plans shall be prepared and implemented based on the information collected and the needs from all relevant entities of MoI and SNAs. And through these study and research plans, the number of the research activities shall be increased regularly.

The findings obtained from the research shall be widely disseminated to all stakeholders and the public to be utilized according to the actual needs.

4.3.2. Improving Research Capacity

For the improvement of the knowledge and skills necessary to conduct research, the following activities shall be carried out:

- Preparation to provide learning opportunity about methodology on research and analysis regularly;
- Study from the reports formulated by other research institutes; and
- Collection of the feedback through the report dissemination from the stakeholders and the public and reflection of the comments into the next research activities, etc.

4.4. Strategy 4: Strengthening Human Resource Development Function

The success of capacity development depends not only on the quality of curriculum and trainers, but also on various factors such as motivation, active and full participation, learning habit, attention from the staff at the management level, and secured proper budget for this task. The capacity development activities aim at achieving the vision and the goal of this strategic plan as well as contributing to the human resource development. In order to ensure effective human resource development, this task shall be linked with the personnel management, especially the civil servant performance evaluation which is related to the grade and rank promotion and appointment, etc.

4.4.1. Strengthening Capacity Development Function

(1) Prioritizing Capacity Development

In the present circumstances, there are not so many officials at the management level who put the priority on capacity development for their officials or staff because they think that the current training is less effective. Also, the budget on capacity development for civil servants at MoI and SNAs is still limited and insufficient to meet the actual needs yet.

Due to the challenge mentioned above, the officials at the management level shall put more attention on capacity development for their staff by encouraging them to participate in capacity development activities and securing the sufficient

budget for capacity development in their institutions. At the same time, they shall focus on improving the capacity development program as well as promoting better learning environment at the entities and institutions. It is very necessary to provide proper capacity development opportunities to the civil servants working at MoI and SNAs as well as to the officials at the management level. By getting the opportunities, they can acquire newly updated knowledge along with the change in the country, the region, and the world. This aims to enhance capacity to perform the tasks more effectively.

(2) Securing Full Participation of Trainees in Training

In the trainings so far, some trainees didn't participate fully due to their various reasons. There should be situational improvement to enable the trainings to be proceeded well with better quality. The following tasks should be focused to improve the situation:

- The officials at the management level shall pay attention and send the right participants as selected to the right training;
- The officials at the management level shall create a favorable condition for the participants to attend the training fully without any disruption that they are called or assigned with tasks during the training, for instance; and
- At the end of each training, the training organizers shall issue the certificate for the participants who have attended and met the required criteria of the training.

In case there is the training course for the officials at the management level, the target group shall participate fully in the training with the high sense of responsibility as they leave the tasks for the subordinate to act during the training period.

(3) Securing Budget for Capacity Development

In order to ensure that the civil servants at MoI and SNAs receive the trainings, as MoI determined by Prakas on Capacity Development for Civil Servants at Ministry of Interior and Sub-National Administrations, No. 6606/PRK, 26 October

2018, the heads of those entities shall ensure that the budget for annual capacity development activities is incorporated in their annual budget plans.

(4) Linking between Work Performance Evaluation and Human Resource Development

For the motivation and encouragement of the civil servants at MoI and SNAs to participate in the required capacity development activities, the capacity development of civil servants shall be linked with the civil servant performance management system. In this sense, the personnel management entities at MoI and SNAs shall include the capacity development activities for each civil servant in the criteria for the evaluation on civil servant performance, especially for the grade and rank promotion and appointment, etc.

4.4.2. Promoting Learning Environment

Learning can be carried out through various means. With the diversified approaches, the effectiveness can be improved. In addition to learning that are required at each entity under MoI and SNAs, they shall create the environment of further learning and research in order to promote the culture of learning and research among the officials such as preparation of information communication system and encouragement for learning through On-the-Job Training (OJT), orientation, instruction, internship, presentation, group work, peer learning, research, etc.

(1) Preparation of Information Communication System

The entities under MoI and SNAs shall prepare the communication system to provide information and instruction related to task and knowledge of civil servants at MoI and SNAs. The information communication system can be prepared in the form of electronic mail (email), social network, telephone, fax, or website. All the information should be regularly updated and maintained in the database system.

At the same time, the entities under MoI and SNAs can arrange a room or library for filing documents (both printed and electronic ones) to read and research at each institution by assigning the responsible person for ensuring, managing, and

maintaining those documents orderly and efficiently. The documents include laws, royal decree, sub-decree, prakas, guideline, circular, manual, report, data, case study, training documents, etc. The entities under MoI shall use the library which locates in Building C of the ministry as a common place to keep documents and/or research papers.

(2) Increasing Learning Motivation

Currently we can see that some civil servants at MoI and SNAs lack the motivation for learning. In order to improve this situation, during the capacity development process at workplace, the heads of entities at all level shall apply some methods as follows:

- **Orientation or Instruction**

Each entity can provide orientation or instruction to the new members of the staff who just start their career. The arrangement of this orientation is for the purpose of increasing knowledge on structures, roles, duties and work procedures of the entity as well as the main duties of the staff. Besides, each entity can provide specific orientation or guidance according to the actual needs, when they have the specific duties or when they implement the annual activity plan.

- **Presentation**

Each entity under MoI and SNAs can prepare the opportunities for presentation sessions by inviting highly-educated and experienced speakers within their institutions or from others. The purpose is to increase the understanding and to acquire the knowledge on new topics or currently updated issues. Such opportunities enable the participants to learn from the specialists or experienced personnel through their guidance and real practice.

- **Internship**

Each entity under MoI and SNAs can send the members of the staff to serve their internship at various entities under MoI and SNAs or at other institutions. The arrangement of internship is for the purpose of improving professional capacity or

specific working procedure. The staff who serve their internship can learn from the specialists or experienced personnel through the guidance and real practice.

- **Coaching**

Each entity under MoI and SNAs can assign the coaches to support the new or less experienced officials. The coaches who are the officials or officials at the management level within the entities have skills to support the coachees to set goals, change behavior, and improve work performance.

- **On-the-Job Training**

Each entity under MoI and SNAs can arrange the training for the new officials provided by the experts or experienced officials there. This training is learning through performance of each official in the actual working environment in the entity.

- **Research**

Each civil servant shall enhance research work according to the actual needs of their tasks. Research activities help improve the capacity of each civil servant through the self-study. Therefore, the officials at the management level of each entity as well as SNAs shall encourage and create the favorable conditions as much as possible with various means for their officials to do research.

4.5. Strategy 5: Promoting Cooperation with Stakeholders

In order to implement this strategic plan successfully, it requires good cooperation and coordination with all the relevant internal and external stakeholders.

NASLA and/or TD of GDA shall cooperate with training institutions and/or other ministries and institutions, in addition to the other departments under MoI. Especially, cooperation with the Royal School of Administration and the Economics and Finance Institute shall be realized through inviting the trainers and/or conducting technical cooperation. Meanwhile, cooperation with Non-Governmental Organizations (NGOs), the civil society, and/or other development partners shall also be sought. Please refer to Annex 3 (Cooperation with Stakeholders).

4.5.1. Coordination of Collective Capacity Development Activities

So far, capacity development activities have been conducted by various stakeholders without any clear coordination of the specialized units which are in charge of capacity development. It makes difficult to manage capacity development of civil servants at MoI and SNAs.

It means that, in order to ensure systematic and highly-effective monitoring and management of capacity development for civil servants at MoI and SNAs, all the relevant stakeholders who need to provide capacity development to the target groups at MoI and SNAs shall cooperate each other in a coordinated manner by incorporating of their capacity development plans/needs into the annual capacity development plan of TD of GDA and/or NASLA, MoI.

4.5.2. Raising Stakeholder's Awareness

Currently there is not so much awareness from the stakeholders on the roles of TD and the progress towards establishment of NASLA. Therefore, TD and/or NASLA shall build the relationship with the stakeholders by regularly organizing dissemination workshops, holding the consultative meetings, sharing information, etc.

4.5.3. Building Network among Stakeholders

Through the dissemination workshops and any other activities, TD and/or NASLA shall build the network with the stakeholders to strengthen mutual relationship and cooperation both technically and financially.

4.5.4. Types of Cooperation

(1) Technical Cooperation

Technical cooperation refers to the cooperation to support human resources who have indigenous knowledge, skill, and experience to prepare documents and to coordinate interventions on any specific topic or task in a technical manner. Seeking of these technical supports can be carried out through direct communication with the main concerned parties, such as ministries, institutions, educational institutes, the private sector, SNAs and other relevant stakeholders based on the actual needs.

(2) Cooperation for Capacity Development on Functions Transferred to SNAs

Cooperation for capacity development on the functions which have been transferred is designated to the ministries and institutions which have transferred the functions to SNAs. MoI shall extend the cooperation regularly with other ministries and institutions that have transferred the functions in order to make sure that SNAs have enough capacity to perform the functions efficiently and effectively.

(3) Cooperation on Study Exchange

This cooperation can be carried out by coordinating jointly between MoI and international partners, NGOs, the civil society, and development partners; and also, by sharing experience from one another among ministries, institutions, SNAs, NGOs, the civil society, development partners, and other stakeholders through seminars, presentations, study tours or internship.

(4) Financial Cooperation

Financial cooperation refers to support of budget, materials, tools and equipment to assist the process of capacity development. Seeking of the financial support can be carried out by submitting project proposal to and/or organizing dissemination meeting on the annual capacity development plan which shall be held regularly with development partners, NGOs, the civil society, the private sector and other stakeholders.

4.6. Strategy 6: Operationalizing National School of Local Administration

Establishment of NASLA aims to set the permanent capacity development system which has specific curriculum for developing the capacity of civil servants. It ensures that capacity development of professional skills related to the sub-national administration management will be carried out in accordance with the principles of democratic development as stated in the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans and the Law on Administrative Management of Commune and Sangkat as well as in various laws and regulations in force.

NASLA plays the roles to develop the required capacity of civil servants, sub-national councilors, students, and relevant stakeholders on the topics with focus on the sub-national administration management. It also pays attention to the research on governance, local development, promotion of autonomy, and local management in order to contribute to the improvement of sub-national administration management system and the development of various policies and legal documents related to the reform on sub-national democratic development.

As mentioned above, NASLA shall be modernized in terms of infrastructure (by integrating the Khmer Style) and curriculum to make sure that the school can provide quality and effective capacity development services and research; and to ensure the sustainability of the operation.

During the transitional period that the physical structure of NASLA is not completed to be put into operation, it can seek the temporary facilities (venues) to arrange for piloting the training curriculum. Please refer to Annex 4 (Five-Year Activity Plan of National School of Local Administration).

5. Monitoring and Evaluation on Implementation of Strategic Plan

The midterm and final reviews will be conducted at the appropriate timings. In order to define main outcomes achieved at each stage, the annual activity plan shall be prepared before starting the implementation of activities every year.

The scope and methodology of monitoring and evaluation shall also be set up in the first year of the implementation as one of the research activities mentioned in Strategy 3 in this document.

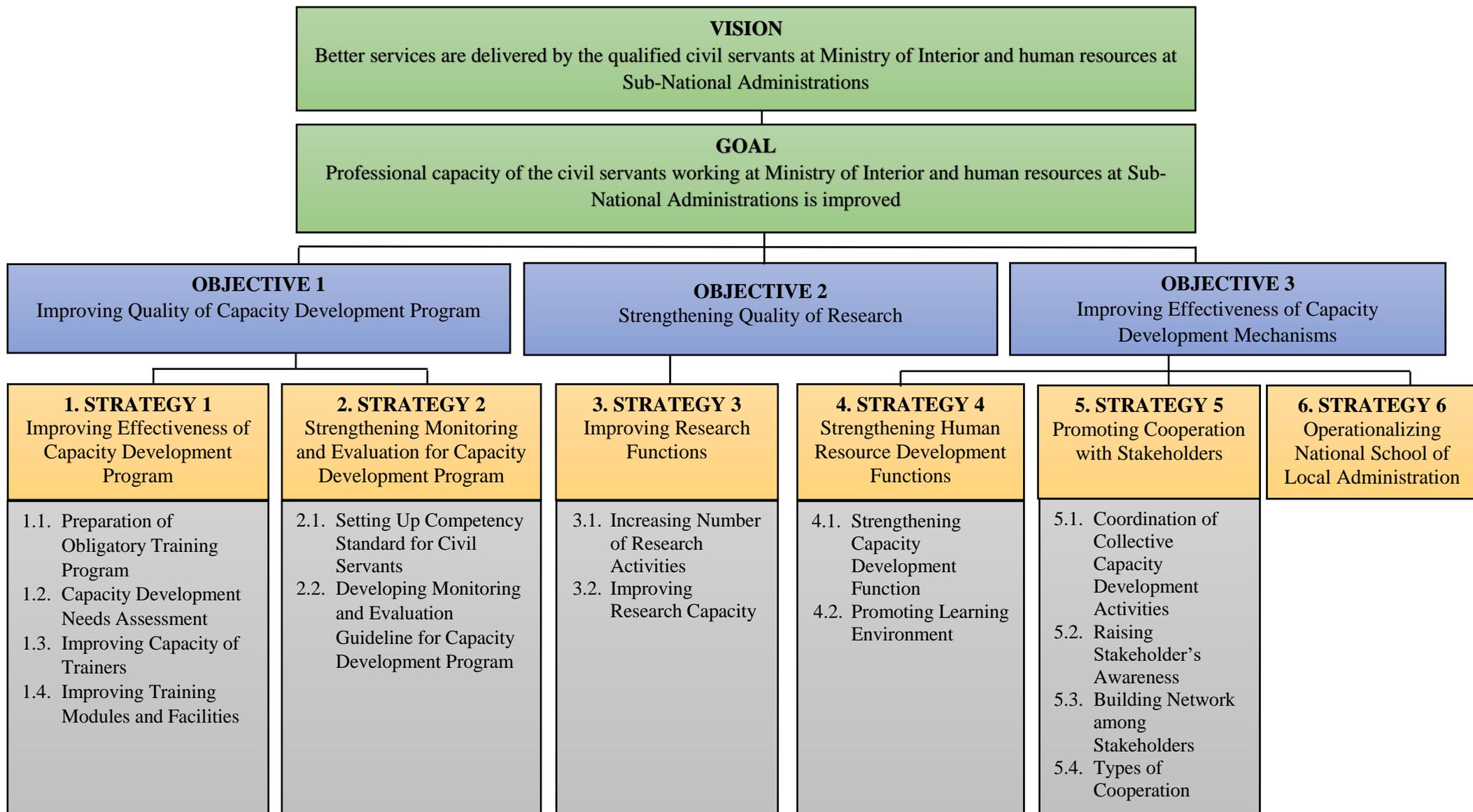
6. Implementing Bodies

This strategic plan shall be coordinated and implemented by TD of GDA and NASLA, MoI; and SNAs. Please refer to Annex 5 (Tentative Timeframe of Activities for Implementation of Strategic Plan on Capacity Development).

The division of specific responsibilities between TD and NASLA will be reviewed and revised before NASLA is fully and officially operated.

The General Department of Logistics and Finance shall secure the adequate budget to support the activities stated in this strategic plan.

Annex 1: Figure of Strategic Plan on Capacity Development



Annex 2A: Obligatory Training Program (Type and Target Group)

Type of Course		Target Group				
		National Level	Capital/Province Level	Municipality/District/Khan Level	Commune/Sangkat Level	Others
Advance Management		Director General Deputy Director General Department Director	Councilor Governor Deputy Governor			Those who completed Management Level II Course
Management Level II		Deputy Director General Department Director	Deputy Governor Director of Administration	Councilor Governor		Those who completed Management Level I Course
Management Level I		Department Deputy Director Chief of Office	Deputy Director of Administration Division Director	Deputy Governor Director of Administration Chief of Office Vice Chief of Office	Councilor Commune Chief Sangkat Chief	Those who completed Basic Training Course
Specialized Training Course		Chief of Office Vice Chief of Office Official	Division Director Division Deputy Director Chief of Office Vice Chief of Office Official	Director of Administration Deputy Director of Administration Chief of Office Vice Chief of Office Official	Clerk	Those who are interested
Administrative Secretary Course (Category "C")	Basic Training Course (Categories "A" and "B")	Official Probation Official	Official Probation Official	Official Probation Official	Clerk	Students

Annex 2B: Obligatory Training Program (Minimum Competency Standard)

Note: The contents and period of each course shall be decided while study module is prepared, and the result of feasibility study of NASLA's operation, which is supported by ADB, shall be considered as well.

1. Advanced Management Course

Target Group	Knowledge and Skill Required	Topics
<ul style="list-style-type: none"> - National Level: Director General, Deputy Director General, and Director of Department - Capital/Provincial Level: Governor and Deputy Governor - Others: Those who completed Management Level II Course 	<ul style="list-style-type: none"> - Have clear understanding on sub-national administration and its current situation - Able to do presentation and discuss on issues of sub-national administrations based on the knowledge and experience - Able to make appropriate policy based on the knowledge - Have creative idea in leadership and/or local development - Able to give appropriate instruction to the subordinate officials - Have comprehensive understanding and manage clear tasks to departments or subordinate entities 	<ol style="list-style-type: none"> 1. Management for Public Sector <ul style="list-style-type: none"> - Public Administration Management - Policy Development and Analysis - Strategic Management 2. Organizational Management 3. Leadership

Annex 2B: Obligatory Training Program (Minimum Competency Standard)

2. Management Level II Course

Target Group	Knowledge and Skill Required	Topics
<ul style="list-style-type: none"> – National Level: Deputy Director General and Director of Department – Capital/Provincial Level: Deputy Governor and Director of Administration – Municipal/District/Khan Level: Governor – Others: Those who completed Management Level I Course 	<ul style="list-style-type: none"> – Have clear understanding on sub-national administration and its current situation – Able to do presentation and discuss on issues of sub-national administrations based on the knowledge and experience – Able to make appropriate policy based on the knowledge – Able to give appropriate instruction to the subordinate officials – Have comprehensive understanding and manage clear tasks to various departments and subordinate entities – Able to complete their tasks by the deadline 	<ol style="list-style-type: none"> 1. Leadership for Change and Management 2. Strategic Planning 3. Organizational Management and Public Service Delivery

Annex 2B: Obligatory Training Program (Minimum Competency Standard)

3. Management Level I Course

Target Group	Knowledge and Skill Required	Topics
<ul style="list-style-type: none">– National Level: Deputy Director of Department and Chief of Office– Capital/Provincial Level: Deputy Director of Administration and Director of Division– Municipal/ District/Khan Level: Deputy Governor, Director of Administration, Chief of Office, and Vice Chief of Office– Commune/Sangkat Level: Commune Chief and Sangkat Chief– Others: Those who completed Basic Training Course	<ul style="list-style-type: none">– Have clear understanding on sub-national administration and its tasks– Able to do presentation and discuss on the issues related to performance of daily tasks– Able to make appropriate policy and activity plan based on the knowledge– Able to give appropriate instruction to the subordinate officials– Can complete their tasks by the deadline	<ol style="list-style-type: none">1. Policy Development2. Effective Management3. Human Resource Management and Capacity Development4. Communication and Public Speaking Skills5. Women Empowerment6. Problem Solving and Decision Making

Annex 2B: Obligatory Training Program (Minimum Competency Standard)

4. Specialized Training Course

Target Group	Knowledge and Skill Required	Topics
<ul style="list-style-type: none"> – National Level: Chief of Office and Vice Chief of Office – Capital/Provincial Level: Director of Division, Deputy Director of Division, Chief of Office, and Vice Chief of Office – Municipal/District/Khan Level: Director of Administration, Deputy Director of Administration, Chief of Office, and Vice Chief of Office – Commune/Sangkat Level: Commune Chief, Sangkat Chief, and Clerk – Others: Those who are interested 	<ul style="list-style-type: none"> – Understand clearly their skills – Able to demonstrate, present, and discuss on the tasks and skills based on the knowledge and skills they have 	<ol style="list-style-type: none"> 1. Information Technology for Office 2. Making Budget and Activity Plan 3. Research Methodologies 4. Accounting 5. Development Plan and Investment Program 6. Procurement 7. Project Management 8. Public Relation 9. Civil Registration 10. Human Resource Management 11. Extra-Judicial Conflict Resolution 12. Local Economic Development 13. Project Proposal Design 14. SNAs Financial Management

Annex 2B: Obligatory Training Program (Minimum Competency Standard)

5. Basic Training Course

Target Group	Knowledge and Skill Required	Topics
<ul style="list-style-type: none"> – National Level: Civil Servants under Categories “A” and “B” – Capital/Provincial Level: Civil Servants under Categories “A” and “B” – Municipal/District/Khan Level: Civil Servants under Categories “A” and “B” – Others: Staff of non-public institutions, and students who have high school degree 	<ul style="list-style-type: none"> – Understand the basic issues on sub-national administration – Able to do presentation and make discussion based on the knowledge – Able to make appropriate daily activity plan and carry out the tasks – Able to report clearly and appropriately to the senior officials – Able to complete their tasks correctly by the deadline or during the expected time in each workplace – Able to write letters and reports properly 	<ol style="list-style-type: none"> 1. Roles and Responsibilities of Civil Servants 2. Local Administration in Cambodia 3. Public Service Delivery 4. Administrative Affairs 5. Basic Management 6. Self-Improvement

Annex 2B: Obligatory Training Program (Minimum Competency Standard)

6. Administrative Secretary Course

Target Group	Knowledge and Skill Required	Topics
<ul style="list-style-type: none">– National Level: Civil Servants under Category “C”– Capital/Provincial level: Civil Servants under Category “C”– Municipal/District/Khan Level: Civil Servants under Category “C”– Commune/Sangkat Level: Clerk and reserved clerk– Others: staff of non-public institutions, students who have high school degree	<ul style="list-style-type: none">– Understand public administration affairs and their relevant tasks– Able to do presentation and make discussion based on the knowledge– Able to make appropriate daily activity plan to carry out the tasks– Able to report clearly and appropriately to the senior officials– Able to complete the administrative tasks correctly by the deadline– Able to write letters and reports properly	<ol style="list-style-type: none">1. Administrative Affairs2. Introduction to Local Administration3. Roles and Responsibilities of Civil Servants

Annex 3: Cooperation with Stakeholders

Cooperation with ministries, institutions, development partners and stakeholders is carried out through technical cooperation, financial cooperation, cooperation for capacity development on functions transferred to SNAs, and cooperation on study exchange which shall be implemented as follows:

No.	Institutions/Entities	Roles of Stakeholders
1.	Training Department, General Department of Administration, Ministry of Interior	plays a role to assist in the implementation of Strategic Plan on Capacity Development for Civil Servants at Ministry of Interior and Human Resources at Sub-National Administrations
2.	NCDD-Secretariat	studies and arranges various policies in relation to the capacity development for civil servants at SNAs, and cooperates with Training Department in the coordination and provision of training courses, based on the ability
3	National School of Local Administration	provides main training courses for the civil servants at MoI, the human resources at SNAs, and other relevant people
4.	Royal School of Administration	play the roles in cooperating to provide training courses or exchange specialized trainers according to professional skills required
5.	Economics and Finance Institute	
6.	Capital and Provincial Human Resource Management Divisions	implement, coordinate, and provide support to the Capital and Provincial Capacity Development Offices
7.	Training entities under ministries and institutions	cooperate in providing training courses and exchanging specialized trainers according to professional skills
8.	Development partners, NGOs, the civil society, and the private sector	coordinate and provide both technical and financial support
9.	Associations of Sub-National Administration Councils	coordinates and provides training courses and cooperation in training for the sub-national councilors

Annex 4: Five-Year Activity Plan for National School of Local Administration

No.	Course Name/Activity	Days Per Course	2018		2019				2020				2021				2022				2023				Other
			III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	
1	Management Level II Course for Municipal/District/Khan Governor and Deputy Governor	15	Pilot																						5 courses per year
2	Management Level I Course for Director of Administration and Chief of Office	20		Pilot																					5 courses per year
3	Specialized Training Course	5				Pilot 1				Pilot 2				Pilot 3				Pilot 4				Pilot 5			5 courses per year
4	Basic Training Course	40				Pilot																			3 courses per year
5	Administrative Secretary Course	30							Pilot																2 courses per year
6	Women's Leadership Course	10					Pilot																		
7	Personnel Management for NASLA																								
8	Approval on NASLA Construction Project by ADB																								
9	Land Filling for Construction of NASLA																								
10	Bidding for School Construction																								
11	School Construction and Setting Up Equipment																								
12	Inauguration to Operate NASLA																								

Annex 5: Tentative Timeframe of Activities for Implementation of Strategic Plan on Capacity Development (2019-2023)

No.	Activities	2019	2020	2021	2022	2023
1. Strategy 1: Improving Effectiveness of Capacity Development Program						
1.1. Organization of Capacity Development Program						
1.1.1.	Preparing and Conducting Advanced Management Course	1	3			
1.1.2.	Preparing and Conducting Management Level II Course					
	National Level: Deputy Director General and Director of Department Capital/Provincial Level: Deputy Governor and Director of Administration	1		1	2	2
	Municipal/District/Khan Level: Governor	1	3			
1.1.3.	Preparing and Conducting Management Level I Course					
	National Level: Deputy Director of Department and Chief of Office Capital/Provincial Level: Deputy Director of Administration and Director of Division			2	2	2
	Municipal/District/Khan Level: Deputy Governor and Director of Administration	1	3	3	3	3
	Capital/Provincial Level: Chief of Office and Vice Chief of Office			1	2	2
	Municipal/District/Khan Level: Chief of Office and Vice Chief of Office	1	1	6	6	6
	Commune/Sangkat Level: Commune Chief and Sangkat Chief	100				
1.1.4.	Preparing and Conducting Specialized Training Course	2	3	2	3	2
1.1.5.	Preparing and Conducting Basic Training Course	5		5	5	5
1.1.6.	Preparing and Conducting Administrative Secretary Course					
	Category "C" Official	10		10	10	10

Annex 5: Tentative Timeframe of Activities for Implementation of Strategic Plan on Capacity Development (2019-2023)

No.	Activities	2019			2020			2021			2022			2023		
	Clerk			32												
1.1.7.	Preparing Other Capacity Development Activities															
1.2.	Capacity Development Needs Assessment															
1.2.1.	Conducting Needs Assessment for Other Capacity Development Activities															
1.2.2.	Conducting Training on Needs Assessment Methodologies															
1.3.	Improving Capacity of Trainers															
1.3.1.	Setting Criteria for Trainers' Selection															
1.3.2.	Selecting Internal Trainer Candidates															
1.3.3.	Preparing Program and Materials for Training of Trainer for Trainers															
1.3.4.	Conducting Training of Trainer for Trainers															
1.3.5.	Providing Feedback on Evaluation Result Receiving from Participants and Involved People to Trainers															
1.4.	Improving Training Modules and Facilities															
1.4.1.	Conducting Training on Module Development															
1.4.2.	Preparing Training Materials and Session Plans															
1.4.3.	Improving Training Modules															
2.	Strategy 2: Strengthening Monitoring and Evaluation for Capacity Development Program															
2.1.	Setting Up Competency Standard for Civil Servants															

Annex 5: Tentative Timeframe of Activities for Implementation of Strategic Plan on Capacity Development (2019-2023)

No.	Activities	2019			2020			2021			2022			2023		
2.1.1.	Developing List of Competency Standard of Civil Servants															
2.2.	Developing Capacity Development Management System															
2.2.1.	Developing Monitoring and Evaluation Guideline															
2.2.2.	Developing Capacity Development Database System and Recording Regularly															
2.3.	Implementing Monitoring and Evaluation Guideline															
2.3.1.	Conducting Monitoring and Evaluation on Training Course															
2.3.2.	Conducting Monitoring and Evaluation on Other Capacity Development Activities															
3.	Strategy 3: Improving Research Function															
3.1.	Increasing Number of Research Activities															
3.1.1.	Preparing Five-Year Research Plan															
	Study on Competency Standard															
	Study on Ministry of Interior Administration Manual															
	Study on Local Administrative Management in Cambodia															
	Study on Municipal and District Finance Training Material															
	Study on Citizen Participation in Planning															
	Writing Two Case Studies if necessary															
	Research on Local Governance in Cambodia															

Annex 5: Tentative Timeframe of Activities for Implementation of Strategic Plan on Capacity Development (2019-2023)

No.	Activities	2019				2020				2021				2022				2023			
	Local Governance of Other Countries																				
3.1.2.	Disseminating Research Findings																				
3.2.	Improving Research Capacity																				
3.2.1.	Conducting Training on Research																				
3.2.2.	Getting Feedback from Stakeholders																				
4.	Strategy 4: Strengthening Human Resource Development Function																				
4.1.	Setting Principles for Capacity Development																				
4.1.1.	Issuing Prakas on Capacity Development Principles																				
4.1.2.	Developing Support Guideline for Implementation of Prakas																				
4.1.3.	Disseminating Guideline																				
4.2.	Promoting Learning Environment																				
4.2.1.	Implementing Guideline by Stakeholders																				
4.2.2.	Improving Information Communication System																				
4.2.3.	Conducting Training for Management Levels on Creating Learning Environment																				
		Merge between Management Level I Course and Management Level II Course																			
4.2.4.	Monitoring and Supporting Implementation of Guideline																				
5.	Strategy 5: Promoting Cooperation with Stakeholders																				
5.1.	Coordination of Collective Capacity Development Activities																				
5.1.1.	Issuing Letter of Notice to Internal Stakeholders																				

Annex 5: Tentative Timeframe of Activities for Implementation of Strategic Plan on Capacity Development (2019-2023)

No.	Activities	2019				2020				2021				2022				2023			
5.1.2.	Collecting Information on Capacity Development Activities																				
5.2.	Raising Stakeholder's Awareness																				
5.2.1.	Organizing Workshop Regularly to Disseminate Functions of Training Department to Stakeholders																				
5.3.	Building Network among Stakeholders																				
5.3.1.	Arranging Meetings with Main Stakeholders																				
5.3.2.	Keeping in Touch with Main Stakeholders																				
5.3.3.	Listing Contacts of Stakeholders																				
6.	Strategy 6: Operationalizing National School of Local Administration																				
6.1.	Finalizing Implementation Plan of NASLA																				
6.2.	Implementing NASLA Five-Year Activity Plan																				
6.3.	Other Activities to Support Process of NASLA																				
6.4.	Other Activities to Support Operation of NASLA																				
	Developing Annual Plan																				
	Mid-Term Review on Project Implementation Plan																				
	Final Review on Implementation of Strategic Plan on Capacity Development																				

Annex 6: Number of Civil Servants at Ministry of Interior and Personnel at Sub-National Administrations

Table 1: Number of Civil Servants at Ministry of Interior

Entity		Director General/ Deputy Chief	Deputy Director General	Department Director/ Member	Department Deputy Director	Chief of Office	Vice Chief of Office	Officials			Probation Officials			Total Number of Each Entity
								Category A	Category B	Category C	Category A	Category B	Category C	
1	General Secretariat	0	5	0	21	5	30	30	14	13	1	0	0	119
2	General Department of Administration	1	19	5	64	34	96	84	67	46	15	6	10	447
3	General Department of Inspection	1	6	2	22	10	17	4	8	3	0	0	0	73
4	General Department of Identification	0	4	3	18	10	32	6	7	5	1	2	0	88
5	General Department of Logistics and Finance	0	0	1	7	6	20	9	15	17	1	2	0	78
6	General Department of Internal Audit	0	4	1	10	4	11	8	3	3	2	2	3	51
7	Legislative Council	5	0	5	2	0	4	1	0	1	0	0	0	18
Total Number of Each Position		7	38	17	144	69	210	142	114	88	20	12	13	874

Annex 6: Number of Civil Servants at Ministry of Interior and Personnel at Sub-National Administrations

Table 2: Number of Personnel at Capital and Provincial Administrations

Capital/Province		Governor	Deputy Governor	Director of Administration	Deputy Director of Administration	Director of Division	Deputy Director of Division	Chief of Office	Vice Chief of Office	Officials			Probation Officials			Total
										Category A	Category B	Category C	Category A	Category B	Category C	
1	Banteay Meanchey	1	6	1	2	4	9	13	27	18	18	17	0	0	0	116
2	Battambang	1	6	1	4	5	9	14	30	23	33	21	2	1	3	153
3	Kampong Cham	1	6	1	4	5	10	16	33	8	18	30	1	0	0	133
4	Kampong Chhnang	1	6	1	3	5	9	16	44	3	6	14	3	0	0	111
5	Kampong Speu	1	6	1	3	5	7	13	29	6	13	21	1	2	0	108
6	Kampong Thom	1	6	1	3	4	6	13	24	11	8	22	0	0	0	99
7	Kampot	1	6	1	3	4	13	16	30	15	15	24	3	1	2	134
8	Kandal	1	6	1	2	5	10	16	27	15	13	23	0	2	2	123
9	Koh Kong	1	6	1	2	3	8	15	16	11	13	19	0	0	0	95
10	Kratie	1	6	1	3	5	8	16	27	7	10	15	0	0	0	99
11	Mondulhiri	1	6	1	3	5	11	12	31	4	3	10	1	2	2	92
12	Phnom Penh	1	6	1	5	18	15	19	44	72	59	50	0	0	0	290
13	Preah Vihear	1	6	1	3	4	11	14	32	6	3	3	1	2	1	88

Annex 6: Number of Civil Servants at Ministry of Interior and Personnel at Sub-National Administrations

Capital/Province		Governor	Deputy Governor	Director of Administration	Deputy Director of Administration	Director of Division	Deputy Director of Division	Chief of Office	Vice Chief of Office	Officials			Probation Officials			Total
										Category A	Category B	Category C	Category A	Category B	Category C	
14	Prey Veng	1	6	1	3	4	11	16	32	10	29	61	1	1	0	176
15	Pursat	1	6	1	3	4	8	14	25	4	15	16	2	2	2	103
16	Rattanakiri	1	6	1	3	5	10	11	21	10	4	15	0	0	0	87
17	Siem Reap	1	6	1	4	6	10	17	34	13	25	26	2	3	4	152
18	Sihanouk Ville	1	6	1	3	4	9	15	33	16	18	37	0	0	0	143
19	Stung Treng	1	6	1	3	5	8	10	20	8	3	5	1	2	1	74
20	Svay Rieng	1	6	1	3	5	10	14	28	8	10	23	2	1	2	114
21	Takeo	1	6	1	3	5	9	13	31	5	10	27	2	2	0	115
22	Kep	1	6	1	3	5	11	10	16	1	3	7	2	2	3	71
23	Pailin	1	6	1	3	4	10	14	27	4	5	13	1	3	1	93
24	Tbong Khmum	1	6	1	4	5	10	17	17	13	9	14	0	0	0	97
25	Oddar Meanchey	1	6	1	3	3	5	14	13	3	8	6	3	2	3	71
Total Number of Each Position		25	150	25	78	127	237	358	691	294	351	519	28	28	26	2937

Annex 6: Number of Civil Servants at Ministry of Interior and Personnel at Sub-National Administrations

Table 3: Number of Personnel at Municipal, District, Commune, and Sangkat Administrations

Capital/Province		Governor	Deputy Governor	Director of Administration	Deputy Director of Administration	Chief of Unit	Deputy Chief of Unit	Chief of Office	Vice Chief of Office	Officials			Probation Officials			Commune/Sangkat Chief	Clerk	Total
										A	B	C	A	B	C			
1	Banteay Meanchey	9	35	7	10	3	10	20	21	14	21	80	0	0	0	65	65	360
2	Battambang	14	43	5	14	2	18	33	31	25	37	96	0	0	0	102	100	520
3	Kampong Cham	10	40	10	18	0	15	26	17	3	9	37	12	11	8	109	109	434
4	Kampong Chhnang	8	30	4	12	0	22	26	19	3	12	52	0	4	7	70	69	338
5	Kampong Speu	8	29	6	14	2	12	20	20	3	13	44	1	4	7	87	87	357
6	Kampong Thom	8	30	8	14	1	11	22	22	4	7	62	7	8	8	81	81	374
7	Kampot	8	32	6	10	0	12	21	20	2	5	63	6	7	8	93	92	385
8	Kandal	11	42	11	13	0	19	19	14	12	17	61	4	2	4	127	127	483
9	Koh Kong	7	17	3	2	0	8	12	8	5	8	27	3	5	7	29	28	169

Annex 6: Number of Civil Servants at Ministry of Interior and Personnel at Sub-National Administrations

Capital/Province		Governor	Deputy Governor	Director of Administration	Deputy Director of Administration	Chief of Unit	Deputy Chief of Unit	Chief of Office	Vice Chief of Office	Officials			Probation Officials			Commune/Sangkat Chief	Clerk	Total
										A	B	C	A	B	C			
10	Kratie	6	23	3	8	1	10	15	16	5	10	32	0	0	0	47	37	213
11	Mondulkiri	5	20	4	8	1	6	14	17	4	5	24	2	0	2	21	21	154
12	Phnom Penh	12	44	12	24	6	8	51	60	33	35	115	0	0	0	105	100	605
13	Preah Vihear	8	31	7	11	0	13	18	20	3	12	45	3	2	6	51	50	280
14	Prey Veng	13	47	11	10	1	18	26	31	5	30	88	5	8	13	116	110	532
15	Pursat	6	24	3	9	0	8	9	19	2	7	35	5	8	7	49	49	240
16	Rattanakiri	9	35	7	12	1	10	17	20	5	9	61	0	0	0	50	49	285
17	Siem Reap	12	35	12	18	3	15	32	31	11	18	58	6	6	6	100	99	462
18	Sihanouk Ville	4	13	1	4	2	5	8	8	6	9	24	3	1	5	29	27	149

Annex 6: Number of Civil Servants at Ministry of Interior and Personnel at Sub-National Administrations

Capital/Province		Governor	Deputy Governor	Director of Administration	Deputy Director of Administration	Chief of Unit	Deputy Chief of Unit	Chief of Office	Vice Chief of Office	Officials			Probation Officials			Commune/Sangkat Chief	Clerk	Total
										A	B	C	A	B	C			
19	Stung Treng	5	20	3	8	0	7	11	10	0	3	41	2	0	1	34	34	179
20	Svay Rieng	8	30	7	12	1	8	19	18	10	11	33	4	4	5	80	78	328
21	Takeo	10	35	7	13	17	17	23	26	9	25	64	2	3	6	100	100	457
22	Kep	2	7	2	2	0	2	5	5	2	2	13	0	0	0	5	4	51
23	Pailin	2	8	2	4	0	2	5	5	2	2	6	0	0	1	8	8	55
24	Tbong Khmum	7	23	6	10	2	8	15	12	8	16	43	0	0	0	64	63	277
25	Oddar Meanchey	5	20	5	4	1	4	12	13	2	5	30	2	2	6	24	22	157
Sub Total		197	713	152	264	44	268	479	483	178	328	1234	67	75	107	1646	1609	7844

Note:

- Source of Data: Sub-National Administration Personnel Office, Department of Personnel, General Department of Administration, Ministry of Interior
- Date: May 2018

Annex 7: Results of Capacity Development Needs Assessment by Training Department in 2015, 2016 and 2017

Position	Roles and Responsibilities	Topics
1. Ministry of Interior		
Secretary General, Deputy Director General and Department Director	<p>The roles and responsibilities of civil servants at Ministry of Interior are different based on the duties of each department, which are prescribed by the following laws:</p> <ul style="list-style-type: none"> ➤ Sub-Decree No. 109/ANK/BK on Organization and Functioning of Ministry of Interior; ➤ Sub-Decree No. 264/ANK/BK on Establishment and Functioning of General Department of Administration of Ministry of Interior; ➤ Prakas No. 3502/PRK on Organization of Roles, Duties, Structures, and Working Procedures of Department Offices under General Department of Administration, Ministry of Interior 	<ol style="list-style-type: none"> 1. Local Dispute Mechanisms and Solutions (36) 2. How to Design Administrative Letter (35) 3. Leadership (34) 4. Sub-National Administration Service Delivery (33) 5. How to Arrange Documents (33) 6. One Window Service Office (32) 7. Concept of Decentralization and Deconcentration Reform in Cambodia (32) 8. Functional and Resource Transfer to Sub-National Level (31) 9. Microsoft Word, Excel and PowerPoint Skills (31) 10. Law on Administrative Management of Capital, Province, Municipality, District, and Khan (30) 11. Roles, Duties and Work Order of Sub-National Administrations (30)
Deputy Director of Department	<p>The roles, duties and responsibilities of each office of Departments under General Department of Inspection, General Department of Prison, General Department of Identification, General Department of Logistics and Finance, General Department of Internal Audit, and Legislative Council are prescribed in the separate Prakas issued by each General Department.</p> <p>The roles and responsibilities of each position are not clearly stipulated in any law or regulation. Generally, roles and responsibilities of positions are set by the head of entity according to the roles and responsibilities of the respective department and office. The duties and tasks are set for the officials who are appointed in those positions.</p>	<ol style="list-style-type: none"> 1. Leadership (70) 2. Concept of Decentralization and Deconcentration Reform in Cambodia (67) 3. Law on Administrative Management of Capital, Province, Municipality, District, and Khan (67) 4. National Program for Democratic Development at Sub-National Level (66) 5. Roles and Duties of Ministry of Interior in Relation to Democratic Development at Sub-National Level (66) 6. Local Administration Management System in Cambodia (65) 7. Law on Administrative Management of Commune and Sangkat (64) 8. Commune and Sangkat Council Election (64) 9. How to Design Administrative Letter (63)

Annex 7: Results of Capacity Development Needs Assessment by Training Department in 2015, 2016 and 2017

Chief of Office		<ol style="list-style-type: none"> 1. Local Administration Management System in Cambodia (49) 2. How to Design Administrative Letter (48) 3. Leadership (47) 4. Microsoft Word Skill (46) 5. One Window Service Office (45) 6. How to Arrange Documents (45) 7. Microsoft Excel Skill (45) 8. Three-year Implementation Plan Phase II (44) 9. Sub-National Administration Service Delivery (43) 10. Microsoft PowerPoint Skill (43)
Vice Chief of Office		<ol style="list-style-type: none"> 1. Law on Administrative Management of Capital, Province, Municipality, District, and Khan (138) 2. Sub-National Administration Service Delivery (133) 3. Roles, Duties and Work Order of Sub-National Administrations (130) 4. Law on Administrative Management of Commune and Sangkat (129) 5. One Window Service Office (129) 6. How to Arrange Documents (129) 7. National Program for Democratic Development at Sub-National Level (128) 8. Microsoft Word Skill (128) 9. How to Design Administrative Letter (126) 10. Leadership (124)
Official		<ol style="list-style-type: none"> 1. The Concept of Decentralization and Deconcentration Reform in Cambodia (111) 2. Law on Administrative Management of Commune and Sangkat (111) 3. Roles and Duties of Ministry of Interior in relation to Democratic Development at Sub-National Level (100) 4. How to Design Administrative Letter (98) 5. How to Arrange Documents (97) 6. Law on Administrative Management of Capital, Province, Municipality, District, and Khan (95) 7. Roles, Duties, and Work Order of Sub-National Administrations (91)

Annex 7: Results of Capacity Development Needs Assessment by Training Department in 2015, 2016 and 2017

		<ul style="list-style-type: none">8. Leadership (91)9. National Committee of Sub-National Democratic Development (NCSDD) (90)10. Local Dispute Mechanisms and Solutions (89)
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Annex 7: Results of Capacity Development Needs Assessment by Training Department in 2015, 2016 and 2017

Position	Roles and Responsibilities	Topics
2. Sub-National Administrations		
Board of Governors	<ul style="list-style-type: none"> • Holding Board of Governors' (BoGs) meetings, participating and reporting in council meetings, attending the capital and provincial meetings, cooperating with the province, organizing public forums, participating in workshops and other meetings • Dividing responsibilities for deputy governors based on hierarchical structure • Holding the meetings for the board of unification command • Monitoring and managing the official's performance, controlling and checking official's attendance, developing capacity development plan • Dealing with administrative affairs (issuing and signing invitation letter and leave form, confirming the missions), managing budget, reviewing financial work, working on public relation, providing information, and managing reports • Working on economic and social affairs, women and children affairs, and human rights • Ensuring the delivery of services to the citizens (one window service and civil registration service) • Checking and monitoring security and public order, resolving the conflict and border affairs, combating forestry and national resource crimes, preventing drug abuse • Planning (investment program, development plan) • Monitoring implementation of plan, public work, and visiting construction site for inspection • Supporting communes and sangkats 	<ol style="list-style-type: none"> 1. Management and Leadership (6) 2. Planning (6) 3. Administrative Affairs and Official Letter Writing (5) 4. Financial Affairs and Procedures, and Accounting (5) 5. Conflict Resolution and Land Law (5) 6. Public Relation Skill, Public Forum and Ability to Respond to the Suggestions from Citizens (3) 7. Computer and IT Skill (2) 8. New Skills and Updated Legal Documents (1) 9. Disaster Management (1) 10. Project Study and Evaluation (1) 11. How to Improve Knowledge and Capacity, and Learn More Everyday (1) 12. Political Science (1)

Annex 7: Results of Capacity Development Needs Assessment by Training Department in 2015, 2016 and 2017

Position	Roles and Responsibilities	Topics
	<ul style="list-style-type: none"> • Working on inter-sectoral tasks (agriculture, forestry and fisheries administration, religion, education youth and sport, and tourism) • Carrying out the tasks regarding disaster management, environment, beautification, water resources, and meteorology • Working on taxation • Implementing the tasks based on the guideline from Ministry of Interior 	
<p style="text-align: center;">Director and Deputy Director of Administration</p>	<ul style="list-style-type: none"> • Working as a secretariat body for BoGs and council • Preparing agenda for council meetings, attending council meetings, preparing reports, consulting with the council and BoGs on letter issuance, facilitating the work for BoGs and council, organizing and observing in committee meetings, distributing meeting documents to council members, issuing Deika with council members, preparing and editing the speech • Organizing public forum for communes and sangkats • Making relation with officials and BoGs, and making contact with NGOs, development partners, line departments, and Ministry of Interior • Managing administrative tasks (dealing with incoming and outgoing letters, checking legal documents, preparing monthly reports, summarizing daily reports, managing revenue and expenditure, and setting internal regulations) • Working on personnel management (assigning officials to work in each office, dividing the tasks for subordinate officials, preparing notices and instructions to officials, monitoring and evaluating 	<ol style="list-style-type: none"> 1. Administrative Management, Document Management, Archive, Minutes Writing, How to Organize the Meeting, and Protocol (8) 2. Roles and Duties, Work Order, Accountabilities between Civil Servants and Leaders based on Hierarchical Structure, and Law on General Statute of Sub-National Civil Servants, and Public Policy (7) 3. Management and Leadership, Changing Mindset, How to Organize the Meeting, and Review on Work Procedure (5) 4. Procurement (5) 5. Economic Development, Local Development, and Proposal Writing (4) 6. Financial Procedures (3) 7. Staff Management, and Procedures of Appointment (3) 8. Information Technology (IT), Information Communication Technology (ICT), and How to Search the Documents (2) 9. Update of Legal Documents (2) 10. Facilitating and Communication Skill and Service Providing Skill (1) 11. Agriculture and Local Handcraft (1) 12. Conflict Resolution (1) 13. Foreign Languages (1)

Annex 7: Results of Capacity Development Needs Assessment by Training Department in 2015, 2016 and 2017

Position	Roles and Responsibilities	Topics
	<p>performance, encouraging officials, strengthening officials' capacity, cooperating with advisors, dealing with officials' requests, and managing attendance list)</p> <ul style="list-style-type: none"> • Supervising and coordinating office work, supporting office work (helping planning office and commune support office), checking reports before submitting to the governor • Preparing development plan and investment program for councilors to decide, working on urban planning, municipal development and construction work • Working on inter-sectoral tasks, economic and social affairs (managing advertisement and commercial) • Dealing with public work (traffic congestion, sewage system, environmental work, and garbage piles) • Carrying out procurement tasks • Working on international border affairs • Supporting commune, planning for poor community, reviewing and approving khan's and sangkat's development plan, making cooperation and intervention in khan's plan • Providing public services to citizens (one window service tasks) • Making quick responses to any questions by citizens • Dealing with conflicts between citizens, legal affairs and human rights, public safety and security • Handling women and children affairs • Participating in workshops and trainings provided by national level and Human Resource Development Center • Attending meetings as necessary 	

Annex 7: Results of Capacity Development Needs Assessment by Training Department in 2015, 2016 and 2017

Position	Roles and Responsibilities	Topics
	<ul style="list-style-type: none"> • Dealing with urgent tasks assigned by governor and councilors, following the instructions from BoGs, councilors and advisors • In charge of protocol, arranging for national festivals and events, controlling the demonstrations 	
<p>Director of Provincial Division/Head of Unit Deputy Director of Provincial Division/Deputy Head of Unit</p>	<p>[Administration Division] raising up quarterly, semester and annual plan; dealing with incoming and outgoing letters, drafting administrative letters and reports; managing and checking all official letters and archives; sorting out and distributing documents; making photocopy; publishing documents; promoting statistics and civil registration work; organizing events; working on protocol for national festivals; providing reception and hospitality; organizing public forums; contacting embassies and making relation with other cities; gathering information for international relation office</p> <p>[Planning and Investment Division] preparing semester and annual plan, activity plan, five-year development plan, and three-year investment program; giving support to commune (collecting commune/sangkat investment program, and supporting commune/sangkat infrastructure project); conducting the activities of provincial investment plan; monitoring budget for the construction of khan's infrastructure; monitoring sangkat's internal regulations; coordinating with sangkat in the preparation of five-year development plan and three-year investment program</p> <p>[Financial Division] guiding on how to prepare annual budget, medium-term expenditure framework, and budget plan; preparing monthly revenue and expenditure report; checking and monitoring budget expenses;</p>	<ol style="list-style-type: none"> 1. Administrative Affairs, Report Writing, Speech Writing, and Official Letter Writing (6) 2. IT and Computer Skill, Archive Management via IT System (3) 3. Financial Procedure and Program Budgeting (2) 4. Social Accountability (1) 5. Designing of Infrastructure Plan, Study on Master Plan, and Construction Plan (1) 6. Monitoring and Evaluation of Project (1) 7. Guidance on Implementation based on New Legal Regulations (1) 8. Protocol and International Relation (1) 9. English Language (1)

Annex 7: Results of Capacity Development Needs Assessment by Training Department in 2015, 2016 and 2017

Position	Roles and Responsibilities	Topics
	<p>preparing revenue and expenditure (calculating daily expenses, petty cash, mission allowance, official's salary and managing materials); contacting with the department of finance; promoting revenue collection; managing state properties; and preparing inventory list</p> <p>[Urban Planning Division] dealing with construction work and public land management, preparing construction project and studying on master plan, coordinating in development complaints</p> <p>[Human Resource Management Division] managing personnel, preparing for promotion and transfer of personnel, checking documents, monitoring official's performance, organizing trainings</p> <p>[Inter-Sectoral Division] providing contract for investment company and encouraging investment activities in the capital, working on advertisement, inspecting billboards, providing license to customers, making technical inspection on business operation, managing markets</p> <p>[Legal Affairs and Human Rights Division] working on public safety; checking permission for demonstration; dealing with drug problems, human trafficking and child exploitation</p> <p>[Waste Management Division] managing on cleaning up, garbage collection, garbage field; cooperating with relevant departments to work on environmental impacts; guiding citizens on how to keep solid and liquid waste</p>	

Annex 7: Results of Capacity Development Needs Assessment by Training Department in 2015, 2016 and 2017

Position	Roles and Responsibilities	Topics
	<p>[Procurement Unit] implementing based on procurement principle, preparing meetings and disseminating information, announcing for bidding, exercising bidding, making contracts, monitoring provincial projects, instructing officials on how to prepare evaluation documents in compliance with the BoGs meeting conditions</p>	
Chief and Vice Chief of Office/Unit	<p>[Administration and Finance Office]</p> <ul style="list-style-type: none"> • Supporting and monitoring council meetings, writing minutes and reports for BoGs and council, monitoring implementation of tasks, organizing public forums • In charge of protocol and the tasks of front-line office, receiving documents and sending them to the specialized office • Dealing with incoming and outgoing letters, organizing meetings, preparing and drafting legal documents, managing working order, making report on administrative activities (monthly, quarterly, semester and annual), writing minutes of meetings, distributing and maintaining documents, disseminating information on the Decision • Managing budget plan, managing petty cash payment, calculating expenses and balancing budget, monitoring income and expenses, preparing financial documents and reports, preparing inventory list, ensuring the expenses for procurement work, preparing and requesting salary, paying a visit to support project, making reports and sending them to provincial treasury, requesting national budget • Appointing officials, managing attendance and official's leave, requesting for official's promotion, disseminating about employee's working conditions 	<ol style="list-style-type: none"> 1. Administration (letter/report/log writing, documentation, archive, and general) (23) 2. Project Study, Review, Monitoring and Evaluation, Statistics, Data Analysis, Environmental Impact Analysis, and Inspection of Construction Quality (15) 3. Financial Management and Accounting (12) 4. Procurement and Bidding (12) 5. Planning, Development Plan (Municipal/ District level and Commune/Sangkat level), Investment Program, Infrastructure Project, Program Budgeting (14) 6. IT/ Computer (9) 7. Laws (Land Law, Criminal Law, Human Rights, Construction Law, and Business Law) (8) 8. Conflict Resolution and Mediation (5) 9. Leadership (5) 10. Roles and Duties, Task Management, and Working Order (4) 11. Coordination Skill (3) 12. Staff Management (2) 13. Newly Updated Laws, Regulations, and Formats (2) 14. Commune and Sangkat Support (Budget Planning) (2) 15. Civil Registration Tasks (2) 16. Waste Management, and Management of Garbage Field (2) 17. Foreign Language (2) 18. State Property Management (1)

Annex 7: Results of Capacity Development Needs Assessment by Training Department in 2015, 2016 and 2017

Position	Roles and Responsibilities	Topics
Official	<ul style="list-style-type: none"> • Providing public services, helping one window service office, working on civil registration and statistics tasks • Mediating and helping to solve conflicts [Planning and Commune/Sangkat Support Office] • Preparing development plan, investment program, and municipal development plan (preparing master plan in urban planning process) • Cooperating with provincial development planning team, monitoring development plan and investment program • Studying on development plan, and commune/sangkat investment program • Supporting the preparation of implementation process and the coordination on commune development plan, investment program, infrastructure plan and commune budget plan • Organizing meetings for project committee • Monitoring project implementation • Cooperating and arranging for integrating district's development plan with the province's • Monitoring and evaluating commune projects and commune meetings • Studying on environmental impacts of the project • Coordinating in construction offenses, working on municipal public order with the department of environment, implementing the judgement that is passed by the court, solving commune's problems • Managing trainings for new officials • Conducting statistic study on restaurants, hotels, businesses, sanitation and waste matters 	<ol style="list-style-type: none"> 1. Administration (letter writing, document filing, and book compiling) (17) 2. Finance and Accounting (6) 3. Planning (proposal writing, program budgeting, study and research, data analysis, and calculation of mission allowance) (6) 4. IT and Computer (6) 5. Problem Solving, Conflict Mediation and Resolution, Land Laws, and Land Ownership Registration (5) 6. Roles and Responsibilities, Work Ethics, Work Order, and Time Management (5) 7. Protocol (4) 8. One Window Service Tasks, Coordination with Customers (4) 9. Civil Registration (3) 10. Project Management (construction, architect skill) (3) 11. Waste Management and Environmental Impact (3) 12. Foreign Language (Laotian, and Vietnamese) (2) 13. Communication and Coordination 14. Economic and Social Law, and Regulations (2) 15. Procurement (2) 16. Capacity Development (1) 17. Civic Involvement (1) 18. Management (1) 19. State Property Management (1)

Annex 7: Results of Capacity Development Needs Assessment by Training Department in 2015, 2016 and 2017

Position	Roles and Responsibilities	Topics
	<ul style="list-style-type: none"> • Responsible for training, preparing training documents, training plans • Preparing legal documents, disseminating information <p>[Municipal Development Office]</p> <ul style="list-style-type: none"> • Working to assist BoGs and council • Monitoring public order and human rights, mediating the conflicts arising within municipal authority • Dealing with environmental work and delegation of functions • Managing constructions • Cooperating with other units to address the needs of municipal development • Studying on population growth, economic growth, and their impacts <p>[Inter-Sectoral Office]</p> <ul style="list-style-type: none"> • In charge of tasks related to land, public construction, environment, economy, legal affairs and human rights, culture and religion, tourism, and business operation • Dealing with conflicts • Studying on environmental impacts • Carrying out Red Cross work, providing support on disaster relief • In charge of land conflict and construction issues • Monitoring waste management practices • Cooperating with other departments • Managing state markets • Managing slaughterhouse 	

Annex 7: Results of Capacity Development Needs Assessment by Training Department in 2015, 2016 and 2017

Position	Roles and Responsibilities	Topics
	<p>[Procurement Unit/Office]</p> <ul style="list-style-type: none"> • In charge of procurement plan, preparing and implementing procurement procedures, estimating the price, preparing documents for bidding, implementing bidding procedures (accepting the applications by bidders, studying about bidding companies, and implementing project by signing contract) • Negotiating on the price • Managing bidding project, preparing procurement reports • Monitoring and evaluating construction projects • Conducting market price research, cutting down expenses • Auditing • Preparing monthly, quarterly procurement reports • Preparing expense insurance policy <p>[Filing and Documentation Office]</p> <ul style="list-style-type: none"> • In charge of incoming and outgoing letters, keeping official stamp, and organizing meetings • Distributing administrative letters, maintaining documents, and preparing reports for BoGs <p>[Public Relation and International Cooperation Office]: In charge of hospitality and protocol, distributing invitation letters, working on diplomatic relation, liaising with guests, facilitating and contacting specialized offices, and arranging meeting room</p>	

Annex 7: Results of Capacity Development Needs Assessment by Training Department in 2015, 2016 and 2017

Position	Roles and Responsibilities	Topics
	<p>[Report Consolidation and Information Office]: Gathering information, facilitating in governor's meetings, and reviewing other tasks</p> <p>[Statistics and Civil Registration Office]</p> <ul style="list-style-type: none"> • Monitoring, evaluating, and collecting data from municipality and district • Disseminating new legal documents related to civil registration • Monitoring and promoting civil registration, and disseminating legal documents • Monitoring registration of marriage certificate and citizen's migration • Checking the abnormalities <p>[Council Secretariat Office]</p> <ul style="list-style-type: none"> • Arranging for meetings and preparing monthly, semester, and annual reports • Checking council's calendar, preparing invitation letters, and preparing documents for council meetings <p>[Planning Office]</p> <ul style="list-style-type: none"> • Preparing development plan and investment program, managing Khan's annual development plan • Monitoring projects, preparing project information, and compiling commune, sangkat data <p>[Local Support Office]</p> <ul style="list-style-type: none"> • Supporting district, commune, and sangkat projects; monitoring local development such as roads, bridges • Reviewing legality, and addressing the problems from public forums 	

Annex 7: Results of Capacity Development Needs Assessment by Training Department in 2015, 2016 and 2017

Position	Roles and Responsibilities	Topics
	<p>[Poor Community Development Office]</p> <ul style="list-style-type: none"> • Resolving local issues • Managing data of poor communities • Promoting ownership rights, and contacting project owners • Seeking partners for infrastructure development and housing development in poor communities <p>[Finance Office]</p> <ul style="list-style-type: none"> • Preparing framework and annual budget of the province, monitoring financial procedure, preparing letters for revenue collection, and searching for revenue sources • Preparing municipal, district, commune, and sangkat budget • Preparing revenue and expenditure reports (that related to IP3 project) <p>[Accounting Office]</p> <ul style="list-style-type: none"> • Managing cash, petty cash, and mission allowance • Preparing payment for advanced money • Checking revenue and expenditure, and payroll documents <p>[Property Management Office]: managing, registering, updating state properties and submitting to the governor for review; managing warehouse</p> <p>[Development and Construction Management Office]: Visiting construction site and consolidating reports to submit to the governor</p>	

Annex 7: Results of Capacity Development Needs Assessment by Training Department in 2015, 2016 and 2017

Position	Roles and Responsibilities	Topics
	<p>[Personnel Management Office]: managing personnel, recruiting new staff, and promoting officials</p> <p>[Capacity Development Office]: Studying and setting strategies, and giving advice and guidance</p> <p>[Economic and Social Affair Office, Commercial Advertisement Office]</p> <ul style="list-style-type: none"> • In charge of economic affairs; managing business operation; dealing with advertisement; checking billboards, road signs, concerts, booths and branding signs; and making inspection on shops and salespersons • Working on disaster management • Disseminating information and giving instruction on national festivals and events • Working to create a smoke-free city <p>[Legal Affair and Public Safety Office]</p> <ul style="list-style-type: none"> • Examining on power abuse issue • Receiving complaints from citizens • Working on traffic safety, enforcing traffic law, and cooperating with police • Dealing with drug issue, human trafficking, and immigration • Making evaluation to give amnesty to prisoners, consolidating reports, and dealing with demonstrations and protests • Working on private security, election, and political parties 	

Annex 7: Results of Capacity Development Needs Assessment by Training Department in 2015, 2016 and 2017

Position	Roles and Responsibilities	Topics
	<p>[Waste Collection and Management Office]</p> <ul style="list-style-type: none"> • Working on waste recycling, managing garbage field, and garbage collection service • Receiving report from coordinating team who organize the bidding on garbage collection service <p>[One Window Service Office]</p> <ul style="list-style-type: none"> • Providing services to the citizens based on requests (finding the requested documents, checking the requests and submitting to the governor) • Preparing income reports • Inputting data in the database management system 	

Note:

- Results of Capacity Development Needs Assessment for Civil Servants at Ministry of Interior were obtained from the interview with target groups of 100 respondents (Department Director, Deputy Secretary General, and Deputy Director General:8; Department Deputy Director: 18; Chief of Office: 12; Vice Chief of Office: 36; and Officials: 26. It was conducted by Training Department of General Department of Administration, Ministry of Interior in 2015).
- Results of Capacity Development Needs Assessment for Sub-National Administrations were obtained from the interview in 2016 which was conducted by Training Department of General Department of Administration of Ministry of Interior; and from the Consultative Workshop with the officials at the management level of Municipal and District Administrations in Battambang Province, and from the interview with the target group in 2017 which was conducted by Training Department under technical support by the Chief Advisor of Japan International Cooperation Agency (JICA) of the Project for Capacity Development on Training Management for Strengthening Sub-National Administration (PCDTM).