

MINUTES

Local Project Appraisal Committee (LPAC) Meeting *"Inclusive Governance for Service Delivery and Social Accountability"*

Date: 30 March 2018

Time: 14:00-16:00

Venue: Main Conference Room, Building 5, UNDP, Phnom Penh, Cambodia

ATTENDANCE:

1. Ms. Rany Pen, Country Director, a.i., UNDP (Chair)
2. Ms. Amara Bou, Programme Analyst, UNDP
3. Ms. Nimnuon IvEk, Management Analyst, UNDP
4. Mr. Samnang Yang, UNDP
5. Mr. Chea Vanda, NCDD-S
6. Mr. Heng Socheath, UNWOMEN
7. Mr. Phanim IM, Development and Program Director, SILAKA
8. Mr. Seng Bunrith, Freelance consultant
9. Mr. Pok Sokundara, Secretary General, ASAC
10. Ms. Sy Taun, Vice President, National League Council

AGENDA:

- Welcome Remarks
- Presentation of the draft Project Document
- Discussion on the project document
- Consensus: recommendation to approve, reject or revise the proposed project document
- Conclusion and closing remarks

INTRODUCTION:

The LPAC meeting for the above-mentioned project was conducted on 30 March 2018 at UNDP Country Office and chaired by Ms. Rany Pen, Country Director, a.i., UNDP.

The main objective of the meeting was to review and appraise the proposed project against the key dimensions including *a)* clarity in the project objectives, strategy, implementation arrangement and governance structure; and *b)* clarity in definition of results, achievable approach and plan, realistic and justifiable budget, and complete and comprehensive identification of risks.

FOLLOWING THE AGENDA:

1) Welcome Remarks

The meeting began with welcome remarks by Ms. Rany Pen, Country Director, a.i., UNDP, expressing her great thanks to the LPAC members for attending this important meeting. Ms. Rany Pen mentioned that the meeting aimed at presenting the overall concept of the project as well as collating all the insightful inputs, which are of critical importance to further improving this draft Project Document to the greatest extent possible. Also, she underlined that this project is fundamentally built upon the key achievements made and lessons learnt from the Association of Councils Enhanced Services (ACES) project which ended very recently. Despite its

smaller scope compared to the UNDP CO's previous and ongoing projects, the project contributes to achieving the SDG 16 "Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels". As part of the functional transfer within the Cambodia's Decentralization and Deconcentration framework, the project will use Solid Waste Management (SWM) as a test bed in the selected target areas. She furthered that this new project essentially focuses on strengthening the capacity of the local councilors to provide better service delivery to their constituents as well as exploring new viable initiatives, approaches, and technologies to bring about enhanced local governance, thereby having a reliable platform for the citizens to monitor and provide constructive feedback on the performance of their councilors. While concluding her welcome remarks, she re-iterated the importance of valuable inputs from the participants to make this draft Project Document even more realistic towards reaching the expected results and future scalability.

2) Presentation of the draft Project Document:

The meeting was continued with a presentation by Ms. Amara Bou, Programme Analyst, UNDP, on the draft Project Document, highlighting the following points. *(Please refer to "Annex 1" for detailed presentation).*

- a) Background and Rational
- b) Strategy
- c) Results and Resource Framework
- d) Project Implementation Modality
- e) Management arrangements
- f) Role of Project Board
- g) Monitoring and Evaluation
- h) Risk Management
- i) Workplan and Budget

This presentation featured the whole concept of the Project Document in summary to open for discussion on each of the foregoing points.

3) Key Discussion Points on the Project Document

Point in Project Document	Raised and Clarified	Specific Discussion/Suggestion/Clarification
Background and Rational	UNWOMEN/ UNDP	<ul style="list-style-type: none"> - <u>Connecting councilors from remote communities with Solid Waste Management</u>: Referring to the analysis in its rational, the project will particularly focus on building capacity of the councilors from remote communities and use Solid Waste Management as a test bed for functional transfer performance in the target localities. However, for remote communities, Solid Waste Management might not be a critical concern for the councilors. Instead, it is more a pressing issue in urban areas. Therefore, it might lead to disconnection between the analysis and the actual interventions.

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		<p>It was clarified that the training will focus on the roles, responsibilities and needed skills for councilors in general not merely on the SWM. However, in terms of selecting the geographical locations, it is a good point to factor this issue into consideration since we are aiming to focus both on the capacity building for remote councilors and SWM implementation.</p> <ul style="list-style-type: none"> - <u>Changing perceptions of the citizens:</u> The project will intervene to change perceptions of the local authorities to engage their constituents in a democratic way. However, it also is the time to change the perceptions of the citizens to demand for the good local services in a rational manner. Therefore, the project should also focus on changing perceptions of both the duty bearers and rights holders to ensure long-term sustainability.
Strategy	UNWOMEN/ NCDDS	<ul style="list-style-type: none"> - <u>Building and sustaining the developed digital platform:</u> Beyond the feasibility study, the project needs to be realistic with its developed platform; for instance, what kind of information is there in the platform, who can access to the platform, who manage, and update, etc. This will help inform local citizens about the available information of public services as well as push the local authorities to provide services to the citizens in their communities. Therefore, this developed platform is required to be accessible by both parties—local councilors and citizens. In addition, having basic applicable equipment and knowledge and/or devices for the local authorities to effectively function (e.g. host, maintain, and monitor the platform) this developed platform is mandatory to ensure viability and sustainability. The project could also consider the roles of intermediaries such as youths in engaging/informing their parents. - <u>Building trust:</u> the project should focus on building mutual trust between citizens and the local councilors to ensure effective civic engagement through a developed platform. In this regard, youth should also be engaged because they can act as intermediaries to bring voices from their parents or relatives to contribute to the more enhanced public service delivery.
Output 2	SILAKA/ASAC/ UNWOMEN/ UNDP	<ul style="list-style-type: none"> - <u>Mechanism for participatory budgeting:</u> According to the I-SAF, the participatory budgeting is applied in the formulation processes of the Commune Investment Programme and Commune Development Plan (CIP/CDP). Thus, question is raised whether the project will apply the participatory budgeting through this existing mechanism or use another mean.

		<ul style="list-style-type: none"> - We were informed that this "participatory budgeting" model is successfully conducted in Mexico, which the project wants to introduce in Cambodia. However, while Cambodia has already been applying this concept throughout the formulation of CIP/CDP processes, we are not sure if it is feasible to introduce the above-mentioned model. <p>This was clarified that the project really intends to apply the existing mechanism as much as possible. UNDP will try as much as possible to adjust the existing system rather than introducing new system. This will be reviewed and decided upon completion of the feasibility study to be conducted during the inception phase.</p> <ul style="list-style-type: none"> - <u>Gender-responsive participatory budgeting</u>: Given the nature of the project working with female councilors, the term "gender-responsive participatory budgeting" should be reflected under this Output 2 (activity 2.4). - <u>Access to information</u>: This Output solely relates to improved access to information. However, we do not explore in detail yet to what extent this Output is aligned to the current draft Law on Access to Information. <p>It was clarified that the display of information will be aligned with the existing I-SAF procedure in which already determine the necessary information to be made available to citizen in respective communes.</p>
Output 3	NCDD/ ASAC/ SILAKA/UNDP	<ul style="list-style-type: none"> - <u>Legal limitation of functional transfer</u>: As per the RGC's sub-decree, amongst 28 functions transferred to sub-national authorities, the solid waste management function is only transferred to district level while the Project Document targets to work with commune level. Considering this contradiction, a concern is raised as to how the project is going overcome this critical barrier—that is, to what extent this Output 3 could be achieved while functional transfer for Solid Waste Management is limited only to district level. - <u>Relevance of project outputs</u>: The Output 1 and Output 2 are critically relevant to the enhancement of the commune councilors' capacity—especially the newly elected female councilors, to delivery public services. - <u>Relevance of project outputs to I-SAF</u>: This project platform is analogous to that of the Implementation Plan for the Social Accountability Framework (I-SAF) in terms of promoting accountability, transparency, and civic engagement. Therefore, a question is raised as to how the Solid Waste Management relates to the I-SAF.

		<p>It was clarified that, during design stage, the project has yet to look deep into the I-SAF platform. The project is basically designed to respond to the current capacity needs of the local councilors to fulfill its functional transfer more effectively in their localities. Thus, at this stage, the project mainly focuses on testing and building its structure. And if this works well, we will take another step and take into consideration the I-SAF implementation platform.</p> <ul style="list-style-type: none"> - <u>Reviewing the RGC's sub-decree on the functional transfer:</u> The project will work with district and commune levels. Therefore, a detailed review on the RGC's sub-decree relating to the functional transfer to SNAs is critical prior to the intervention in order to avoid unexpected bottleneck due to this legal limitation. - <u>Solid waste removal sites:</u> This is also a critical concern, which the project should carefully take into consideration. - <u>Partnership with private sector:</u> RGC value partnership with the private sector to develop the country. Therefore, the project should work in partnership with private sector to implement SWM. - <u>Solid waste issue:</u> Solid waste is a more emerging issue in urbans than in remote areas. In urbans, there are two parts—central and outskirt. For central part, the waste removal service is available, but it is usually delivered late or irregularly, resulting in large amount of waste remaining. For outskirts, this service is not available. Therefore, in terms of target locations, the project should consider outskirt areas. <p>However, it could be a practical concern for the project to bring about the improvement in solid waste management in the outskirt areas given the fact that there is no waste removal service available and the private companies are not interested in investing in this business. This is because the local citizens are not willing to pay; profit margin is too low, and transportation roads are not accessible. Therefore, if the project wants to partner with the private company, it should clearly define what kinds of incentives for them to invest.</p> <ul style="list-style-type: none"> - <u>Small-scale initiative for solid waste management:</u> The project is also suggested to possibly consider some small-scale initiatives to modify the solid waste and make profit. - <u>Grant modality for Solid Waste Management at sub-national level:</u> A critical question was raised whether the SWM grants will be provided to the 5 target localities through project biddings or by other means.
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Results Framework	UNDP	<ul style="list-style-type: none"> - <u>Output Indicator 2.1 (Output 2): Local council associations' Information Disclosure policy/ strategy drafted.</u> The project will be implemented on a two-year period (24 months). According to the results framework, the draft version of this policy/strategy will be made available at the end of 2018. However, by the end of the project, this target output indicator is still reported as "draft". - <u>Output 3: Solid Waste Management implementation and target location:</u> It is not yet clearly defined regarding to what extent and where the SWM is going to be implemented. Relating to selection criteria for the target locations, it was suggested that the project team refer to the 7 prioritized provinces mentioned in the UN Country Programme Document. - <u>Concrete and tangible results to be delivered under output 3:</u> The proposed intervention in this Output 3 should be narrowed down so that the project could deliver a concrete and tangible result upon its completion; for instance, SWM plan is developed and implemented with evidence-based results documented in terms of solid waste reduction, satisfaction of the local citizens towards public service, and so on. - <u>Project workplan calendar year:</u> The project duration is mentioned from 2018 to 2020 (3 years). However, in the it multiyear workplan, it states only Year 1 and Year 2. Given that the budget is approved on an annual basis, it is suggested to breakdown the budget into a 3-calendar year

Other issues	Consultant/ SILAKA/ UNWOMEN/ NCDDS	<ul style="list-style-type: none"> - Dissemination: The project should ensure adequate dissemination delivered in the target communities so that the local citizens are fully aware of the issues and take part to improve the situation. - Project Scalability: Despite its short duration, it is great that the project has ambition to scale up to other locations in the future. It is feasible that RGC could allocate its budget o resume this initiative.
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4) Consensus: Recommendation of LPAC Members to Approve, Reject or Revise the Proposed Project

In principle, the LPAC members approved the proposed project including the project strategic relevance, implementation modality (Direct implementation by UNDP) and budget. However, UNDP is requested to take the following points into consideration for reviewing the project implementation strategy.

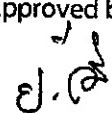
- The project team will further discuss the selection criteria for target locations, taking into account the key suggestions and concerns raised above by the LPAC members.
- The project team will further discuss the mechanism for participatory budgeting—whether to use the existing mechanism or introduce a new initiative, while bearing in mind that applying the existing system is much more ideal.
- The project team will further finetune this draft project document to reflect more on working with local citizens, not only with duty bearers.
- The project team will further explore the importance of ICT platform while considering the level of local citizens' technology literacy, internet connectivity/access—for remote areas, and appropriate maintenance of the platform.
- Upon official endorsement of this project document, LPAC members will further discuss the implementation of this project in detail.

5) Conclusion and Closing Remarks

Ms. Rany Pen extended her sincere appreciation to the participants for the insightful comments, resulted from this lively discussion and informed that the LPAC recommendations will be taken into consideration during the project inception phase in which to be carried out by a recruiting Project Start-Up advisor.

Approved by:

Date


 Ms. Rany Pen
 Chair of LPAC,
 Country Director, a.i.,
 UNDP Cambodia

31. March 2018

Annex 1

ATTENDANCE LIST

Local Project Appraisal Committee (LPAC) Meeting for Inclusive Governance for Service Delivery and Social Accountability

At UNDP, LAD Conference Room

Date: 29 March 2018

(14:00 - 16:00)

Participant Name List



ល.រ No.	ឈ្មោះគ្រប់គ្រង Name and Surname	ភេទ Gender	តួនាទី Title	ឈ្មោះស្ថាប័ន Institution Name	លេខទូរស័ព្ទ/អ៊ីម៉ែល Contacting Address (Telephone & Email)	ហត្ថលេខា Signature
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