



**MINISTRY OF EDUCATION, YOUTH AND SPORT
BUILD BRIGHT UNIVERSITY
SCHOOL OF DOCTORAL STUDIES**

ROM RA

**GOVERNANCE OF COMMUNE-SANGKAT FUND ON RURAL
ROAD PROJECT EXECUTION:
A CASE STUDY OF TWO COMMUNES OF PAILIN PROVINCE,
CAMBODIA**

**THESIS SUBMITTED FOR THE DEGREE OF
DOCTOR OF BUSINESS ADMINISTRATION**

**SPECIALIZATION
MANAGEMENT**

PHNOM PENH – 2019



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**UNDER THE GUIDANCE OF
DR. DY DAVUTH**

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BUILD BRIGHT UNIVERSITY

"Governance of Commune-Sangkat Fund on Rural Road Project Execution: A Case Study of Two Communes of Pailin Province, Cambodia"

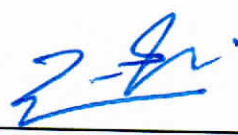
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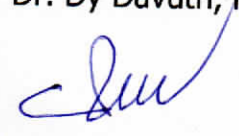

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Declaration

I do hereby declare that except otherwise stated the thesis **“Governance of Commune-Sangkat Fund on Rural Road Project Execution”**: A Case Study of Two Communes of Pailin Province, Cambodia” is based on my original work and the same has not been submitted either in part or in full for the award of any other degree of any other University.



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Certificate

This is to certify that the thesis entitled **"Governance of Commune-Sangkat Fund on Rural Road Project Execution": A Case Study of Two Communes of Pailin Province, Cambodia** written and submitted by **Mr. Rom Ra** towards the fulfillment of the requirements of the Degree of Doctor of Business Administration in Management to the Build Bright University (BBU), Cambodia is a record of genuine research work carried out under my guidance and supervision. The thesis or a part thereof has not been submitted to any other University/Institution for any research degree.

Dy Davuth

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LIST OF ABBREVIATIONS

ADB	Asian Development Bank
ADMAC	Agricultural Development in Mined affected Areas of Cambodia
AUSAID	Australian Agency for International Development
CAR	Councils for Administrative Reform
CARERE	Cambodia Resettlement and Reintegration
CDB	Commune Database
C/SIF	Commune Council Investment Fund
CCs	Commune Councils
CSO	Civil Society Organization
CDC	Councils of Development of Cambodia
CBO	Community-Based Organization
CDP	Commune Development Plan
CIDA	Canadian International Development Agency
CWCC	Committee for Women and Children
WCCC	Consultative Committee for Women and Children
CIP	Commune Investment Program
CMDG	Cambodian Millennium Development Goal
COMFREL	Committee for Free and Fair Elections in Cambodia
DANIDA	Denish International Development Agency
DDLG	Democratic Development and Local Governance

DFID	Department for International Development of United Kingdom
DOLA	Department of Local Administration
DIW	District Integration Workshop
EC	European Commission
GAP	Governance Action Plan
GDP	Gross Domestic Products
GG	Good Governance
GRET	Research and Technological Exchange Group
ICT	Information and Communication Technology
IDL	Innovation for Decentralization Development
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
ICT	Information and Communication Technology
IO	International Organization
INGO	International Non-Government Organization
IRR	Internal Rate of Return
JICA	Japan International Development Agency
LAMC	Law on Administrative Management of Commune-Sangkat
LGG	Local Good Governance
LNGO	Local Non-governmental Organization
LAAR	Local Administration and Reform
M & E	Monitoring and Evaluation

MoI	Ministry of Interior
MoRD	Ministry of Rural Development
MoEF	Ministry of Economy and Finance
MoP	Ministry of Planning
NCDD	National Committee for Sub-national Decentralization and De-concentration
NCDD	National Committee for Management of Decentralization and De-concentration Reform
NP-SNDD	National Program for Sub-National Democratic Development
NCSC	National Committee for Support to Commune-Sangkat
NSSD	National Strategy for Sustainable Development
NPAR	National Public Administrative Reform
PBC	Planning and Budgeting Committee
PIM	Project Implementation Manual
PID	Planning and Investment Division
Prakas	Proclamation
PRDC	Provincial Rural Development Committee
PID	Project Implementation Database
PDoP	Provincial Department of Planning
PSDD	Project to Support Democratic Development through Decentralization and De-concentration
PMC	Project Management Committee

PST	Project Support Team
PPP	Public-Private Partnership
RGC	Royal Government of Cambodia
RILG	Rural Investment and Local Governance
SME	Small-Medium-Sized Enterprise
SPSS	Statistic Package for the Social Science
SNA	Sub-national Administration
UNCDF	United Nations Capital for Development Fund
UNDP	United Nations Development Program
UNESCAP	United Nations Economics and Social Commission for Asia and the Pacific
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNOHRC	United Nations Office for Human Right Commission
UNTAC	United Nations Authority to Cambodia
USAID	United State Agency for International Development
WB	World Bank

ABSTRACT

A study of “*Governance of Commune-Sangkat Fund on Rural Road Project Execution*” mainly focused on the application of the good governance in the C/S funded road projects and was conducted in two communes of Pailin Province, Cambodia. The whole study took place in the period of 2014-2017. Achieving the entire research study and key research questions, the five specific objectives of the research study developed were (i) to review the literature and relevant documents; (ii) to review the 5-year achievements of the Second Mandate Commune Council within a period of 2007-2011; (iii) to study what components and levels of the good governance applied in the C/S funded rural road projects; (iv) to assess the benefits and impact of C/S investment fund on rural road project implementation; and (v) to provide suggestions and recommendations for the improvement of the application of the good governance in the C/S funded rural road projects.

In regards to the set key research questions and the stated specific objectives of the study, the data collection methods such; individual interviews and additional group discussions with key informants were also used. The study focused on both secondary and primary data sources within and outside the communes. Totally, 100 respondents of both communes were surveyed and interviewed. Throughout the entire findings, the study also explicitly highlighted and summarized the main findings as follows:

The Income and Capacity Building-Development of Both Communes

For the income of commune administrations, estimating the number of the commune budget for the next 5-year 2012-2016 increased 3 percent annually. As referred to the capacity building and development of commune councils of both communes, the performance index of the commune councils scored at 2.61 and the index of understanding of the respondents on good governance rated at 2.60 as compared to the set performance scale.

The Application of Good Governance into C/S Investment Fund

For the priority index of the good governance, on average the index of the good governance which applied in the C/S funded road projects valued at 0.67 and the satisfaction index with good governance which applied in the C/S funded road projects valued at 0.60 on average as compared to the set scale value.

The Benefits of the C/S Funded Road Projects at Commune Level

On average the benefit index of the C/S funded road projects on (i) transport means, (ii) farm gate price of agricultural products, and (iii) school attendance of the pupils at commune level, were scored at 3.02 against the set scale value.

The Impact of the C/S Funded Road Projects at Commune Level

On average the impact index of the C/S funded road projects on (i) benefited women and children, (ii) improved health status of the pregnant women, (iii) improved living conditions of the communities, and (iv) increased micro/small-sized businesses along the roads at commune level, were scored at 3.01.

Finally, the governance of commune-sangkat fund on rural road project execution was moderately satisfied and the satisfaction index valued at 0.60, and its priority index scored at 0.67. And the benefit index of C/S funded road projects scored at 3.02 (improved) and the impact index of C/S funded road projects also scored at 3.01 (improved). Hereby, the study concluded that the governance of C/S fund on rural road project execution really benefited and positively affected the living conditions of communities directly and indirectly.

The study also proposed general and specific recommendations and suggestions for the second mandate commune councils for further improvement as follows:

- i. That capacity building and development of the commune councils should be additionally built and trained in related technical guidelines and policy.
- ii. It was recommended that the application of the good governance into the C/S funded road projects should be further improved.
- iii. The benefits and impacts of the implementation of the C/S funded road projects should be strengthened and expanded throughout communes.

For further application of other research studies

Other recommendations proposed for further studies should mainly focus on:

- iv. The impact of good governance applications on the livelihoods of the benefited communities.
- v. A comparative research study between good governance applications supported by government agencies and non-governmental organizations.

CHAPTER I

INTRODUCTION

CHAPTER I

INTRODUCTION

1.1 Background of the Study

Cambodia's decentralization process has been commenced since 2001; with the enactment of laws on commune administration, management, and elections. In pursuing decentralization reforms, the Royal Government of Cambodia (RGC) has three overall objectives: i) strengthening local democracy, ii) promoting participatory development, and iii) reducing poverty. With the Commune Council elections in February 2002, Cambodia took a bold step towards deepening democracy. 1,621 councils were elected, resulting in 11,261 councilors taking office and assuming responsibilities for local governance and local development. Since the elections, the RGC, in partnership with both the donor community and civil society organization, has made substantial progress in pursuing democratic local governance through decentralization and de-concentration (D&D) reforms, providing the Cambodian people with greater opportunities to influence the decisions that affect their lives. The commune councils were built the capacity and skills in managing administrative tasks, planning and implementing the development projects, and establishing local commune regulations. While the emergence of the elected local government can be viewed as a positive and significant development in Cambodia, democracy at the local level has not fully emerged. There is a need for increased citizen participation in council activities beyond commune planning and for the

development of additional transparency and accountability mechanisms in line with the RGC's rectangular strategy. Inadequate budgetary resources, limited staff capacity, and lack of decision-making authority remain major challenges (Pact Cambodia, 2007).

Since the inception of decentralization reform in Cambodia, a number of local and international organizations have, in coordination with the Ministry of Interior, provided supports to increase the likelihood of decentralization success. One of the strategic objectives of the United States Agency for International Development (USAID) 2005-2010 Cambodia Strategy is focused on "*Improved Good Governance*," one component of which is to "*support democratic local governance and decentralization*." As a first step in augmenting its support to decentralization under the new strategy, USAID has allocated \$14.4 M to support programming which focused on increasing commune council and citizen engagement in the decentralization and de-concentration (D&D) reform process, (Pact Cambodia, 2007).

In 2004, Royal Government of Cambodia (RGC) adopted the new plan called "*Rectangular Strategy*". Good Governance lies at the cornerstone of this strategy. Royal Government of Cambodia perceived that "*Good governance is the most important pre-condition to economic development with sustainability, equity and social justice*". Good governance requires wide participation, enhanced sharing of information, accountability, transparency, equality, inclusiveness and the rule of law". To achieve good governance, the Royal Government of Cambodia developed the

Governance Action Plan (GAP). Among other elements of this action plan, administrative reforms, decentralization and de-concentration are imperative elements to achieve good governance. Under this pillar, decentralization and local governance is the goal and it is perceived that local governance is the means to further democratize the nation and to improve service delivery at local level (RGC, 2004).

Decentralization has been recognized as the mean to achieve good governance (Yankson, 2007). As decentralization necessitates local governance (Wanyande, 2004), then the idea of local governance has been regarded as a central part of local development strategy (Bonfiglioli, 2003). In the context of Cambodia, decentralization and de-concentration reform started in February 2002 (Romeo, 2003) after almost a decade of pilot projects. Decentralization means the devolution of authorities, position and responsibilities local democracy to commune level (Seila, 2000). Promoting and enhancing good governance is one of the objectives of decentralization policy in Cambodia. Based on article 2 and 3 (LAMC, 2002), commune is defined as a legal entity, and a system of local governance shall be carried out at this level. However, it has been facing several impediments in this regard.

1.2 Statement of the Problem

Pailin province was integrated into the Royal Government of Cambodia in 1996, so both human capital and physical infrastructures within the province were subjected to constructions, rehabilitation, and developments. The

administration area of Pailin is divided into a city (Pailin Municipality), with 4 Sangkats and 36 villages, and a district (Salakrau District), with 4 communes and 43 villages. The population was approximately 63,935 people and the 27.53 % of people living in Pailin Province was under the poverty line (PDoP/CDB, 2010). The first mandate of commune council was officially promulgated on February 26th, 2002, so that commune council members could take office. At that time, the C/S investment fund had also been formulated in consistency with the Law on Administrative Management of Commune-Sangkat to effectively support the execution of the functions of commune council members. Every year, the national budget was allocated to both communes for administration and development costs, especially the rural road projects.

The term of local development and local governance were emerged in the development context of Cambodia since 1996 when the *Seila Program* was initiated by applying decentralization policy in order to achieve the poverty reduction through the improved local governance and the local development. Thus the Seila program of RGC program initiated the decentralized commune development planning, financing, management system and monitoring, evaluation and information system in Cambodia since that time (RGC, 2000). At first, pilot projects were implemented in five provinces in 1996 and gradually extended to 12 provinces by the end of 2000. The pilot projects were supported by Cambodia Area Rehabilitation and Regeneration Project (CARERE-II/CDC, 2004). CARERE II was designed to support the

implementation of the Seila Program of Royal Government of Cambodia, which followed by the CARERE I (Cambodia Resettlement and Reintegration) which was conducted after the Paris Peace Accords in 1993 (CARERE, 1996). By 2003, the Seila Program expanded its coverage area to 24 provinces which funded by numerous donors through co-funding. The expansions occurred after the official decentralization and de-concentration reform started in February 2002 and based on the C/S administrative management law and C/S council selection law. Then, 1,621 new local governments were initiated throughout Cambodia through C/S election during that time (COMFREL, 2007).

As decentralization promotes local development and local governance through decentralized commune development planning, two guidelines for Commune Development Planning (CDP) and Commune Investment Plan (CIP) has been endorsed by Inter-Ministerial Prakas (proclamation) (Ministries of Interior and Planning) for commune councils (decentralized local government). The first Prakas along with the guidelines was released in 2001, comprising 11 steps for commune development planning, and the second Prakas with guidelines was endorsed in 2007, in which commune development plan was narrowed to 5 steps, during the second mandate of commune council's election in 2007. Based on the second Inter-ministerial Prakas (declaration, Article 25th, 2007), the previous guidelines and Prakas (declarations) in 2001 were annulled. The guideline and Prakas presented how local people can get involved in each step of commune development

planning, implementation, monitoring and evaluation of CDP/CIP as referred to Inter-Ministerial Prakas (MoP, 2007).

In 2005, the National Committee for Support to Commune-Sangkat of Royal Government of Cambodia developed good governance for C/S council's and C/S administration management to guide the commune councils to apply the good governance at local level and to enhance governance at sub-national administration level (NCSC, 2005). Thus, the commune councils were required to apply good governance principles. It explained how the eight components (incl: participation, rules of law, transparency, consensus oriented, equity, effectiveness and efficiency, accountability, and responsiveness) of good governance were applied in the development and administration works of the commune councils. Good governance has been integrated into decentralization process through new local government institutional structure and commune development planning, budgeting and implementation processes which have been seen at the commune level. This built the credibility of decentralized local government (commune councils) by improving the accountability, transparency, efficiency and effectiveness in its service delivery (World Bank, 2003). In this regard, good governance has been mainstreamed into commune-sangkat funded rural road projects.

Seila Program (*The name of RGC's program*) experienced and learnt the good governance and decentralization and de-concentration reforms in 2001-2005. The achievements of the program provided positive recognition for supporting the implementation of RGC policies in the coming future. Because

of the success, Seila Program continued its operation until 2006 to link to the interim stage of the reform program of the decentralization and de-concentration strategic frameworks (RGC/MoI, 2005) and RGC rectangular strategy II which reflected the good governance, the backbones of the local development enhancement towards sustainability. Seila Program ended in late 2006. Then, the National Committee for Management of Decentralization and De-concentration Reforms (NCDD) was established by Royal Decree on 18 August 2006. NCDD had a mandate to design the Law on Administration of Provinces, Municipalities, Districts and Khans; design and implemented a preliminary national program for sub-national democratic development; prepared and adopted the preliminary framework for the implementation of decentralization and de-concentration (D&D) reforms, and mobilized international funds for D&D; facilitated the dialogue between development partners and the Royal Government of Cambodia on D&D; and programming of funds from a number of development partners. The RGC faced two key challenges in implementing D&D. First, in the early stages of reform, RGC had better minimize disruption to current arrangements for delivering support to sub-national levels, while implementing significant reforms defined by the current draft organic law when it was enacted. Second, RGC badly needed to harmonize and operationally align a wide range of development partner activities with the national D&D program as it emerges (NCDD, 2007).

Following the adoption in 2001 of the Law on the Administration and

Management of Commune-Sangkat, the first sub-national elections constituting the commune councils with the mission to serve general interests of the people in their jurisdictions, was held in 2002, followed by new rounds of elections in 2007 and it was upon the expiration of each 5-year term (NCDD, 2012).

Because of this, the main components of good governance have applied and integrated into the C/S funded road projects (incl: laterite/earth roads, canals and concrete pipe culverts) since 2002. Therefore, the research topic namely "***Governance of Commune-Sangkat Fund on Rural Road Project Execution***" was selected for the purpose of study and it was a very important topic that mainly focused on 5-year achievements of the second mandate commune councils and good governance status at commune level (incl: rules of law, participation, transparency, effectiveness and efficiency, accountability, and responsiveness, benefits, and impact of the implementation of C/S funded road projects) which were carried out within both communes.

1.3 Research Questions

In order to respond to above stated problem statement, the study focused five research questions which could be used as a basis for development of the component questions as well as the questionnaires and checklists. The study intended to answer to the followings research questions:

1. What kinds of conceptual and empirical literatures were reviewed?

2. What 5-year achievements did the second mandate commune council record and file within the period of 2007-2011?
3. How the components and level of the good governance were applied and integrated in the C/S funded rural road project executions?
4. What kinds of benefits and impact of the implementation of C/S funded rural road projects appeared in both communes?
5. What general and specific recommendations were addressed and proposed for improvement of the execution of C/S funded rural road projects?

1.4 Objectives of the Study

The general objective of this research is to understand and study 5-year achievements, the application of good governance principles, benefits and impacts of the C/S investment fund implementation on rural road projects during the second mandate commune council of Pailin Province, Cambodia.

The specific objectives of the research study were developed as follows:

1. To review the literatures and relevant documents;
2. To review the 5-year achievements of the second mandate commune council within the period of 2007-2011;
3. To study what components and level of the good governance were applied and integrated in the implementation of C/S funded rural road projects;

4. To assess the benefits and impacts of commune investment fund execution on rural road projects; and
5. To provide suggestions and recommendations for the improvement of the application of the good governance in the C/S funded rural road projects.

1.5 Significance of the Study

The study would be very much useful for both communes of Pailin Province to additionally know about 5-year achievements (2007-2011) of the second mandate commune council, the understanding of sub-national administration staffs in good governance, levels of application of satisfaction with good governance, benefits, and impact of the commune investment fund implementation on the rural road projects.

Further, this would immensely help to improve other mandates of the commune councils, NGOs, and concerned government institutions who involved in undertaking the other research studies in the field of good governance. The entire findings of the study could be the lessons learnt and suggestions for the next improvements of the third mandate commune councils of Pailin Province, Cambodia. The research scholars are undertaking the research in the area of fund governance, the academicians and students who study of this area would be much beneficial from these findings.

1.6 Scope and Limitations of the Study

The perception of the good governance based on the satisfaction of commune council members, the local people, concerned government agencies and NGOs on the various aspects of good governance components which were applied in the implementation of the C/S investment fund. The research study focused on “***Governance of Commune-Sangkat Fund on Rural Road Project Execution***”; a case study of two communes of Pailin Province, Cambodia. This research is based mainly on the data from the sample communes, conceptual theories, and empirical reviews from C/S project documents, legal frameworks, and previous research reports. This study also attempted to understand the types of benefits, positive impacts, and implementation challenges of the C/S funded rural road project implementation as well as data on demography, with brief profiles of both sampled communes. The commune councilors, village respondents of both communes, and the key informants, were also selected purposively for the study, and the level of satisfactions and performance indexes of the application of the good governance. Due to limitations of time, the study could cover only one part of the commune works, not go beyond in all aspects of the commune investment fund management process on rural road project implementation. This research is based mainly on the data and information from communes, conceptual theories, previous research reports, 5-year achievements, the level of application and satisfaction of the good governance on commune investment fund, and benefits/impact of C/S funded road projects as well as the data on demography and brief profiles of both communes.

This research study was conducted in two communes of Pailin Province, Cambodia. 100 sampled respondents including C/S council members, village respondents, provincial advisor, board of district governor, district councilor, technical support officer, PDoP deputy director, and NGO staff, were selected and interviewed. The work for this entire thesis took place within a period of 2014-2017. The data analysis, processing, interpretation, and completion of thesis writing were done in Battambang Province, Cambodia.

1.7 Layout of the Study

This section described the overviews and entire aspects of the research study. It was divided into six chapters to be studied as follows:

- **Chapter 1: Introduction-** background of the study, statement of the problem; research questions, objectives of the study, scope and limitations of the study; significance of the study; and layout of the study.
- **Chapter 2: Review of Literatures-** explored what we have learnt and referred to the conceptual theories and the previous research reports reviewed were known as the empirical reviews. Thus, this section comprised of chapter introduction placing the emphasis on conceptual and empirical literatures.
- **Chapter 3: Research Methodology-** Comprised of chapter introduction, type of data (both qualitative and quantitative), types and sources of data, sample size, sampling methods, data gathering

procedure, statistical tools, coverage of the study, and procedure of analyzing data.

- **Chapter 4: General Situation of Communes-** briefly described the profile of province and district, the general information of both sampled communes, the C/S administrative management including four committees, the institutional frameworks, and mechanism of the good governance application within C/S investment fund, and funding sources or development partners.
- **Chapter 5: Data Analysis and Discussion of findings** - analyzed, discussed, and interpreted the findings of the study under different headings and sub-headings of the questionnaires as per each objective and key research questions of the study as formulated. Data analysis and interpretation were made basing on the completed questionnaire as well as the results of interviews and group discussions.
- **Chapter 6: Conclusion and Recommendations-** it referred to the last chapter of the study, conclusion was drawn from chapter five based on the main findings of the study, and the recommendations proposed according to the conclusion found in the entire study. This section was comprised of chapter introduction, main findings of the study, conclusion, and recommendations.

CHAPTER II

REVIEWS OF LITERATURE

CHAPTER II

REVIEW OF LITERATURES

This chapter was divided into two main sections: conceptual theories and empirical reviews. The concept of governance, principles of good governance, local good governance and actors in the governance were given in the first section. Literatures described about governance of fund, decentralization and local governance, the concept of decentralization, decentralized local government, decentralization and local governance in Asia, UNDP, and other sources were also respectively reviewed. The second section, review of relevant research reports and documents such governance policy, public administrative reform, local governance performance of the local government, decentralized planning, local development in Cambodia, and rural road reports were brought respectively into the study accordingly.

2.1 Conceptual Theory Reviews

2.1.1 Concept of Governance

Governance jargon was being popular in development literature and development discourse although it was not the new term in development as it had emerged in development issues since late 1980s (CIDA, 1997). It was used and debated in the different contexts and fields, including corporate governance, international governance, national governance and local governance (UNESCAP, 2004); field of economic development and urban study, international institution, corporate studies, new political economy, political science and economic studies (Barilettie and Zoli, 2004). Thus, governance was defined based on the contexts that they

were referring to.

Governance embraces all of the methods-good and bad-that societies use to distribute power and manage public resource and problems... wherein public resources and problems are managed effectively, efficiently and in response to critical needs of society. These are the definitions which defined by the United Nations Body (UNDP, 1997).

The followings are some contributions from financial institutes. Asian Development Bank defines the governance as is "*the manner in which the power is exercised in the management of a country's social and economic resources for development. Governance means the way those with power use that power*" (ADB, cited in McCawley, 2005). Another meanings, the World Bank defined the meaning of governance based on the definition of Webster's New Universal Unabridged Dictionary which released in 1979 and based on three distinct aspects: (i) the capacity of government to design, formulate, and implement policies and discharge government function; (ii) the form of political regime; and (iii) the process by which authority is exercised in the management of a country's economic and social resources for development. Based on these and the dictionary, World Bank determines "the manner in which power is exercised in the management of a country's economic and social resources for development" as the definition of governance. According to the above definitions, mostly, governance has been seen as the process of exercising for management of a country's affairs in terms of economic and social resources for the development and it has also been attached another meaning of decision making over economic and resources for development purposes (World Bank, 1992).

2.1.2 Definitions of Good Governance

Since 1978, World Bank used the term “*good governance*” due to an un-international standardized of management (Te, 2007). Governance embodies of good and bad governance (UNDP, 1997) and the concept of good governance become popular in 1990s as it has been mainstreamed in the policy of international development agencies (Parnini, 2006). ‘Good governance is perhaps the single most important factor in eradicating poverty and promoting development. By good governance is meant creating well-functioning and accountable institution-political, judicial and administrative’ (UN Secretary-General, Kofi Annan, 1998, cited Te, 2007). Good governance has therefore been identified as a cornerstone of development strategy. But what does it mean by good governance? Many definitions are defined by many development agencies, individual scholars and finance institutions. The table below summarizes certain definitions which defined by those.

Table 2.1: Various Definitions of Good Governance

Year	Institutions	Definitions of Good Governance
1995	ADB	ADB’s notion on good governance is focusing on the principles of effective management. Those principles are accountability, participation, predictability and transparency (p.4).
1997	CIDA	Good governance is the exercise of power by various tiers of government including effective, honest, equitable, transparent and accountable (p.3).
1997	UNDP	Characterized as ‘transparent, participatory, accountable, effective and equitable, promotes the rule of law, ensures that political, social and economic priorities are based on broad consensus in society and that the voices of the poorest and the most vulnerable are heard in decision-making over the allocation of development resources (p.12)

2001	DFID	'Seven key governance capabilities: to operate political systems which provide opportunities for all people, to influence government policy and practice; to provide macroeconomic stability, to promote the growth as essential to reduce poverty; to implement pro-poor policy; to guarantee the equitable and universal provision of effective basic services; ensure personal safety and security; to manage national security arrangements accountably; to develop honest and accountable government' (p.9)
2003	Kaufmann	Can be measured along six dimensions (voice and external accountability; political stability and lack of violence, crime, and terrorism; government effectiveness; lack of regulatory burden; rule of law; control of corruption) (p.5)
2005	USAID	Democratic governance: 'transparency, pluralism, citizen involvement in decision-making, representation, and accountability; focusing particularly on five areas: legislative strengthening, decentralization and democratic local governance, anti-corruption, civil-military relations, and improving policy implementation' (p. 1)
2005	IMF	'ensuring the rule of law, improving the efficiency and accountability of the public sector, and tackling corruption' (p.1)
Updated	World Bank	Inclusiveness and accountability established in three key areas: 'selection, accountability and replacement of authorities (voice and accountability; stability and lack of violence); efficiency of institutions, regulations, resource management (regulatory framework; government effectiveness); respect for institutions, laws and interactions among players in civil society, business, and politics (control of corruption; rule of law) (pp. 3 &7)

Source: Adapted Grindle (2007) and from various sources.

2.1.3 Principles of Good Governance

Many scholars, donors and development agencies, financial institutions and think-tanks developed different indicators and elements of good governance to measure the quality of governance based on their purposes and notions. These principles of good governance are defined with slightly different meanings. The following principles of good governance definition was scrutinized from the

various renowned institutes, and development entities and also from Cambodia. Therefore, local good governance in this research was defined, as in the scope and limitation of the study in previous chapter, as an institutional system that is a set of organization and procedural measures, for managing local public affairs (Romeo, 2003) and development. Based on Table 2.2 below, research defined six principles of good governance from these institutes for examination of the application of these elements in commune development planning. Based on these definitions, UNESCAP, UNDP, and KPI, and the Ministry of Interior of Cambodia definitions were used as the basis for developing sub indicators for measurement of local good governance in commune development planning, as UNESCAP, UNDP, and KPI had defined similarly to local good governance which was defined by the Ministry of Interior of Cambodia.

Under each principle of local good governance and the implementation of C/S investment fund which were extracted and simplified from the operational indicators of good governance of King Prajadhipok's Institute in 2005 (NCSC, 2005) and include the following points such:

- Participation covered the participation in the joint decision-making, implementation and monitoring and evaluation the project of commune councils,
- Accountability focused on implementation of the commune fund. Responsiveness included addressing the needs of local people, responding to needs within the timeframe of C/S funded road project implementation.

- Transparency covered financial operations, open and widely disseminated information; information was easy and accurate to access,
- The effectiveness and efficiency related to resource utilization at its optimum and cost effective, plan addressed the right priorities covered on this research, and
- Rules of law focus on existing legal framework of commune project procurement, commune fund, project implementation manual and commune project monitoring and evaluation manual.

Principles of local good governance in this research were extracted and simplified from various sources, most of which were extracted from the local governance framework designed for commune councils which was developed by NCSC (2005b) of the Royal Government of Cambodia including the rules of law, participation, accountability, transparency, responsiveness, and effectiveness and efficiency. Some of these principles were also similar (ADB, 1995 and CIDA, 1997).

Table 2.2: Different Definitions of Elements of Good Governance

Principles	ADB (1995)	King Prajadhipok's Institute (2005)	World Bank (2007)
	ADB used predictability term that is meant the exercise of laws, regulations, and policies to regulate society and their fair and consistent application. Rules-based systems for economic life are an essential component of the	Rule of law means the enactment of legislations and predominance of regular and just law, and that the rights, freedom and equity of all members of society must be regulated and protected under	The extent to which agents have confidence in and abide by the rules of society, and in particular the quality of contract enforcement, the police, and the courts, as well as the likelihood of crime and violence

Rule of law	environment in which economic actors' plan and take investment decisions. Besides legal and regulatory frameworks, consistency of public policy is also important	the law (in the ordinary courts) and the regular issuance and strict enforcement of rules and covenants as agreed.	
Participation	It derives from the acceptance that people are at the heart of development. Development is both for and by people; hence they need to have access to the institutions that promote it. Participation also relates to such issues as ownership and the interface between public agencies and both private individuals and private entities.	It is mean the creation of opportunities for public participation in politics and governance that entails decision making in various affairs, including community and national resource allocations, that will most likely have impact on the lifestyle and livelihood of the people. It is to be achieved through sharing data, giving opinions and views, consultation, joint planning, joint implementation, as well as direct controls by the people	N/A
Accountability	Accountability is meant entity from which they derive their authority. Accountability also means establishing criteria to the imperative to make public officials answerable for	It is meant the awareness of one's rights and duties, awareness of one's accountability to society, showing concern for public issues	World Bank used voice and accountability term which defined as the extent to which a country's citizens are able to participate in selecting their government, as well as freedom of expression, freedom of

Principles	ADB (1995)	King Prajadhipok's Institute (2005)	World Bank (2007)
Accountability	government behavior and for government behavior and responsive to the measure the performance of public officials, as well as oversight mechanisms	and enthusiasm in solving those problems as well as having respect and tolerance for difference of opinion and the courage to face up to the good and disastrous consequences of one's action.	association, and free media
Transparency	Which is referred to the availability of information to the public and clarity about government rules, regulations and decisions. Thus, it both complements and reinforces predictability.	It is meant on openness and accessibility, and covers all categories of conduct and actions that are the opposites, or near opposites, of corrupt practices. The term corruption has negative implications while transparency connotes positive perceptions.	N/A
Effectiveness and efficiency	N/A	KPI used value of money term, which defined that the optimization of limited resources for all by launching campaigns to convinces the people of the value of economy and wise use of things, to produce goods and services that are competitive in the world arena, and to sustain and optimize natural resources through proper management and use of limited resources	World Bank used Government effectiveness term, which defined the quality of public services, the quality of the civil service and the degree of it independence from political pressures, the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies

Principles	UNDP (2000) and UNESCAP (2004),	Cambodia (2005)
Rule of law	Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary and an impartial and incorruptible police force.	Rule of Law in the meaning of good governance requires fair legal framework to serve and protect public benefits and need to be enforced impartially. Furthermore, it also requires full protection of human rights, particularly those of minorities, and vulnerable groups. Thus, it needs independent judiciary and incorruptible authority forces.
Participation	Participation by both men and women is a key cornerstone of good governance. Participation could be either direct or through legitimate intermediate institutions or representatives. It is important to point out that representative democracy does not necessarily mean that the concerns of the most vulnerable in society would be taken into consideration in decision making. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society.	Participation in good governance intends to be participated by both men and women in the process of decision making and implementing those decisions made.
Accountability	Accountability is a requirement of good governance. Not only governmental institutions, but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders. Who is accountable to who varies depending on whether decisions or actions taken are internal or external to	Accountability in good governance means that the implementation of role, tasks in the process decision making and implement those decision made and take responsibility in all of their performances by reporting, explaining the reasons on those decisions made.

	an organization or institution. In general an organization or an institution is accountable to those who will be affected by its decisions or actions	
Transparency	Transparency means that decisions taken also means that enough	Transparency in good governance means that all decision making and implementation of those decisions made must: follow the legal framework, information related to decision making and implementation of those decision made is openly disseminated and freely access specially to those who will be affected by such decisions and their enforcement, and all information mustbe simple and accurate.
Responsive-ness	Good governance requires that institutions and process try to serve all stakeholders (reacting quickly and efficiently) within a reasonable time frame	In good governance, it means the efforts of C/S and institutions to serve all stakeholders equally without discrimination within reasonable timeframe.
Effective-ness and efficiency	Good governance means that processes and institutions produce results that meet the needs of society while making the best use of resources at their disposal. The concept of efficiency in the context of good governance also covers	Effectiveness and efficiency in good governance is the process and institutional management system in best use of resources at their disposal with saving manner to produce high quality and quantity of outputs, and able to provide maximum benefits ant to meet real needs of the community. The concept of effective and efficiency in the context of good governance also covers the sustainable use of natural resources and the protection of the environment
Equity and inclusive-ness	A society's well-being depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of society.	In good governance, Equity means that all people or groups in community, specially minorities and vulnerable groups have opportunity to participate, raise issues and needs,involve in implementation, and get reasonable interests to

Equity and inclusive-ness	This requires all groups, but particularly the most vulnerable, have opportunities to improve or maintain their well-being.	improve and maintain their well-being. Furthermore, they have a stake in it and do not feel excluded from the mainstreaming society
Consensus Oriented	There are several actors and as many view points in a given society. Good governance requires mediation of the different interests in society to reach a broad consensus in society on what is in the best interest of the whole community and how this can be achieved. It also requires a broad and long-term perspective on what is needed for sustainable human development and how to achieve the goals of such development. This can only result from an understanding of the historical, cultural and social contexts of a given society or community.	In good governance, it means that the long term perspective and consideration of different interests and needs in society to reach a broad consensus on best option and method to serve interest of the whole community.

2.1.4 Actors in Governance

Governance has been referred to all activities that undertaken by common interests. Common interests are made unless the consensus decision making. UNESCAP mentioned that decision making involves formal and informal actors in governance (UNESCAP, 2004). Based on UNDP (1997) governance actors are classified into three realms that include private sector, civil society organization, and government. In contribution to governance, these actors have different roles.

Table 2.3: Roles of Actors in Governance

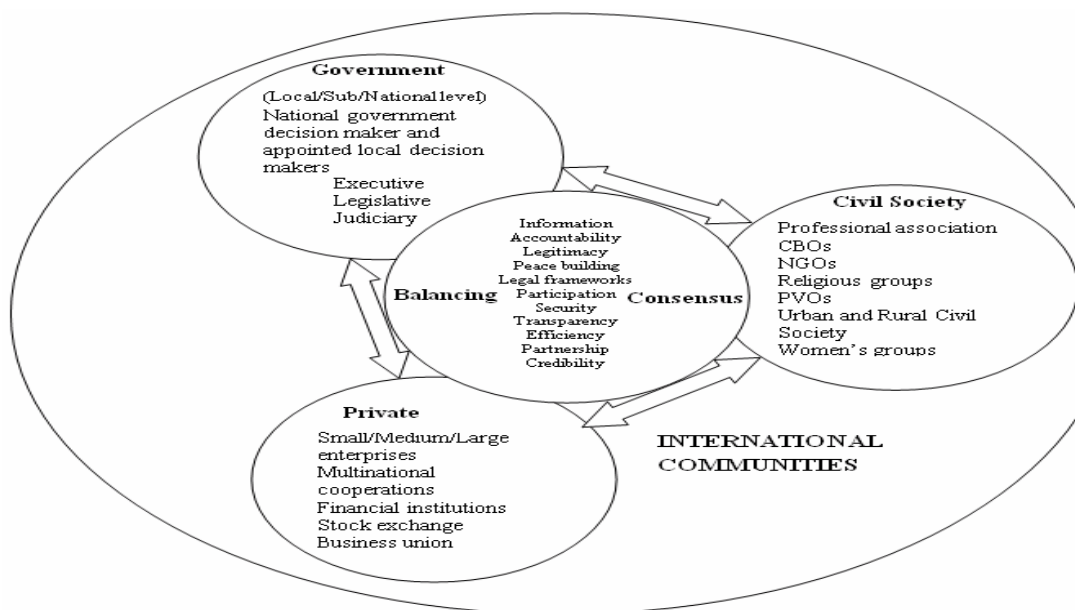
Actors	Roles in Governance
Government	<ul style="list-style-type: none"> • Create a conducive political environment, • Decentralize administration and democratize the political system by strengthening the financial and administrative capacities local government, • Empowering people by providing equal opportunities and assertion of the inclusion of social, economic and political, • Protecting environment by ensuring social harmony, stabilizing macro- economic, generate revenue to finance public services, infrastructure, health and safety and regulating monopolies economic activities.
Private Sector	<ul style="list-style-type: none"> • Create job and expand employment according to economic development • Improve livelihood by providing sufficient income according to productive employment • Provide incentive and support the state privatization enterprises, improve small and medium sized enterprise • Expand their operation beyond the national boundaries that government cannot do so
Civil Society Organization	<ul style="list-style-type: none"> • Checks and balances on the power of government and on private sector, but also contribute to strengthen both sectors • Coordinate political and social interaction by mobilizing a numerous actors in society to take part in social, economic and political • Create society • Monitor on natural resource and environment depletion, pollution, social exploitation, which contribute to economic growth with equity within the society • Mitigate adverse impact of economic fluctuation • Represent and providing a voice for poor or vulnerable groups in decision making and political • Strengthening and protecting religious, culture, beliefs and values • Help to solve market failures and weakness • Strengthening marginalized household a greater purchasing power and abolish middlemen transaction

Source: UNDP, 1997

The challenge of governance is to balance between government, private sector and civil society (Romeo, 2000 & Miller, 2004) within national environment and within the global communities and the consensus appear as the crucial point for balancing in governance (Miller, 2004) mentioned that to establish

the consensus parliament center emerged ecology of governance in order to address the consensus, which diagramming the interrelation between government sector, private sector and civil society and constitute active citizen. This concept has given the balance between three sectors, while the unbalance between three sectors is that the civil society and private sector are isolated from the government sector (executive, judiciary and legislation) (Miller, 2004). To add more arguments on the balancing and interaction between three sectors (Martin:1998), Institute on Governance in Ottawa in 1997 (Institute on Governance Ottawa, 1997) defined additional terms in each sector and developed the consensus and balancing terms as the result of integrated response to various sectors. The figure 2.1 below illustrates the interaction of these key actors on their governance performance which was outlined by Miller (2004), Institute on Governance in Ottawa (1997) and Parnini (2006) who conducted his research on civil society and good governance in Bangladesh.

Figure 2.1: Main Actors in Governance and their Relationship



Sources: Adapted from Parnini (2006 &, Miller (2004) and Institute on Governance in Ottawa (1997).

2.1.5 Impacts of Governance in Development

World Bank (1992) pays more attention on governance issue as it is considered as a matter for sustainable and equitable development, and good governance has been identified as a synonym of the development management by this institution. Enhancing quality of governance is necessary for economic development (Sharma, 2007). Moreover, development policy contemporary determined the good governance as pre-condition to achieve development goal (Epstein and Gang, 2009). From this perception, the implications of governance on economic, poverty and political aspects are discussed below.

2.1.5.1 Economics

Economic governance is the endeavors of decision making that affect, both directly and indirectly, economic manners of a nation and its influence on other economies. Economic governance has influence on society issues, such as poverty, quality of life and social equity (UNDP, 1997). World Bank (1992) mentioned that good governance is the centre approach to foster equitable and strong development and it is needed to complement economic policy soundly. As governance involve three actors, government takes a major role in public goods service deliver and they develop regulation for market efficiency and correct the market when it fails. However, government needs capital to take these actions. In turn, the government needs accountability, reliable and adequate information and efficiency in those capital or resource management and public good service delivery. The good governance provides huge benefit to either local or national levels. Think-tanks and policy makers identified it as an imperative for economic development.

They explored that high-quality institutions, in long run, increase the per capita incomes and promote growth. When the governance improved by a level, income increased about three times in long run (World Bank, 2007).

Meisel and Aoudia (2008) conducted their verification by using the data from World Bank Institute that the works (Kaufmann et al., 1999) mentioning that the good governance has significant correlation with development of a nation. Their findings concluded that there is correlation between governance and level of development; however, there is no correlation between it and the pace of development; especially from medium to a long-term growth, as there are changes behind the social, economic, institutional, and politics.

Another notion believed that good governance facilitated the growth and enabling business environment, which leads to economic development. Governance impacts on the business activities through taxation, rule of policy decisions, and economic. Policy implement relies on the performance of public institutions; especially the bureaucracy manner. However, good accountability structure may lead to good institutional endeavor. Hence, when other things are performed well, it renders good business environment and attracts more investment which leads to better growth (World Bank, 2003).

2.1.5.2 Poverty

Empowerment of citizens by raising awareness to access to opportunity, social investment and sustainable livelihoods are the attributions to poverty alleviation. Inequality and poverty are matter of power, and it worsened poor governance

which resulted from the marginalizing the poor from social, economic and political and unable to voice their voice to government. Poverty can be broken by empowerment, social education and awareness of citizens' rights and responsibilities, access to justice as they can redress through grievances. Greater access to education can eradicate poverty and inequality and empower poor in public decision making (UNDP, 1997). ADB stated that quality of governance is essential for poverty alleviation. Good governance rendered participation and pro poor policies and maintains transparency and effectiveness public fund utilization and public service delivery and formulate rule of law. Poor governance adversely affected poor people as they affected from the efficiency and effectiveness of service delivery made by government (ADB, 1999).

2.1.5.3 Politics

Political governance has been referred by UNDP as the decision making and policy performance of a state. The State consists of independent legislative, judicial and executive body. Developing countries are reforming the political institution by seeking the updated governance modalities and strengthen the capacity of political to guide social and economic activities to achieve sustainable human development (UNDP, 1997). Thus, governance and political are interlink together. As political stability and absence of violence is a dimension of governance indicators, which defined by Kaufmann, Kraay, and Mastruzzi , as "perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means, including political violence and terrorism" (Kaufmann, K. and Mastruzzi, 2006). From this perception, Worldwide Governance Indicators used it to evaluate the quality of governance of individual country and

compare with other countries; hence it increased the competitiveness to improve governance. The outcome of governance of individual country has been used by donor agencies, international financial institutions and other bilateral donor agencies to make decision on their policies formulation and explicitly tie aid allocation. In this regards, the governance influence political endeavor of individual country; especially political stability of Algeria, Angola, Libya, Rwanda and Sierra Leone has significant improvement during 1998-2006 as a result of governance indication measurement (World Bank, 2007).

2.1.6 Decentralized Local Government

Local government has been referred to a particular entities or institutions formulated by a national constitutions, which is seen in Brazil, France, India, Japan, Italy, and Sweden); by a state constitutions which applied in Australia and the United States; ordinary legislation of the higher level of central government such as New Zealand, the United Kingdom (most countries); by provincial or state legislation such as Canada and Pakistan; or by executive order like China in order to deliver a range of particular services to a small area (World Bank, 2006). Based on this assertion, local government is rendered when the state applied the decentralization policy. Within the decentralization concept, it derives sub national government which varies from one country to another based on their decentralization and de-concentration policy. Table 2. 4 illustrates the sub-national government tires in Asia.

Table 2.4: Levels of Local Government in Asia

Country	Sub-national Administration level of government
Cambodia	<p>Three levels:</p> <ul style="list-style-type: none"> - Provincial administrative and - District, municipalities, Khans - Elected commune and sangkat (urban) which divided into villages (as not referred to Organic Law of Cambodia, 2008)
China	<p>Four levels:</p> <ul style="list-style-type: none"> - Provincial, autonomous regions and large cities - Prefectures and cities - Counties - Township
Country	Sub-national level of government
Indonesia	<p>Three levels:</p> <ul style="list-style-type: none"> - Provinces, special regions and capital city - Local governments: kotamadya (cities) and kabupaten (district) - Desa (village)
Philippines	<p>Four levels:</p> <ul style="list-style-type: none"> - Provinces - Cities - Municipalities - Barangays (villages)

Thailand	<p>Four levels:</p> <ul style="list-style-type: none"> - Provinces - District/municipalities - Tambons (sub district) - Villages
Vietnam	<p>Three levels:</p> <ul style="list-style-type: none"> - Provinces and municipalities - Districts - Communes

Source: White and Smoke, 2005

2.1.7 Decentralization and Local Governance in Asia

2.1.7.1. Decentralization in Asia

Decentralization has emerged in the debate since 1970s when the development paradigm changed from growth pole to redistribution with growth to fulfill the basic minimum needs to the grass root. On the other hand, decentralized planning started in India since 1951s (Sundaram, 1997). Before 1990s, most East Asian countries were highly centralized and adopted decentralization later than the countries in some parts of the world. Governments adopted decentralization process is matter as it influences other interrelated fields, including economy, governance, and service delivery (White and Smoke, 2005). Moreover, there were two factors that drove decentralization in East Asia; those include structural factors and political factors. Structural factors; East Asia countries' economic growth and urbanization were the reason behind

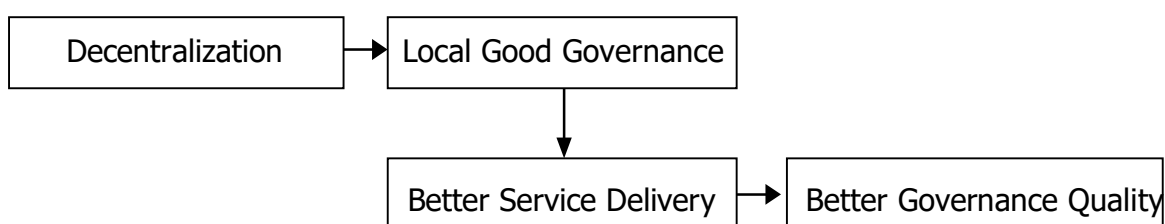
decentralization process. It was seen that there was rapid urbanization in Philippine, Thailand, China and Indonesia, although Cambodia and Viet Nam urbanized slower, as the increasing of population. Linking between economic growth and demographic creates conducive decentralization reform in East Asia. Political factors; democratization triggered the decentralization reform, such as Philippine and Indonesia took on decentralization reform after the failure of dictatorship power. But it was not happened in Viet Nam and China. However, grass root demands for good government and participation derived decentralization reform.

2.1.7.2. Decentralized Local Governance in Asia

In last two decades, financial support on local governance and decentralization has been turned into the international development agencies and co-operation interest (OECD, 2004). There are many literatures discourse about the relationship between decentralization and local governance. It is revealed that decentralization makes possible to foster development through local self-governance (Omiya, 2000), while another scholars mentioned that decentralization eases local governance (Wanyande, 2004). Moreover, Parker and Serrano, (2000), and Nikolov (2006) asserted that decentralization has widely asserted as imperative tool and factor to constitute good local governance and encourages development at local level. As decentralization is the process of transferring authorities, responsibilities, decision making on resources, for the purpose of services delivery to grass root people, from national government to lower government (local government), thus local governance rendered when

governance has been applied in local government. In the period of 1990s, decentralization was a mean to open governance to motivate public involvement, from this regards, governance emerged in the concept of decentralization (Cheema and Rondinelli, 2007), that is, decentralized local governance.

Figure 2.2: Decentralization towards Local Good Governance and Services Delivery



Source: Adapted from Romeo (2000)

By providing enabling environment that decision making and services delivery are brought closer to local citizen, decentralization and local governance are identified as the foundation of democratic governance. Process of transferring powers, responsibilities, resources and functions from national government to local government has been commonly identified as decentralized governance. From the views of organizational, decentralized governance is meant as a process of reorganizing the authority to enhance the effectiveness and overall quality of governance system, and to build the capacity of sub national authority. Restructuring authority can be seen in terms of co-responsibility between and among tiers of governance, central, regional and local. From the top level of authority to local level, decentralized governance supports regulation (legal), financial and administrative for the purpose to empower citizen and organizational aspect at local level. Besides, UNDP defines decentralized governance as the interaction of balancing responsibilities and authorities between national

government and other tiers of government, civil society organizations and the local entities' ability to implement the responsibilities that have been transferred by using participatory approach. Decentralized governance is used to build up governance at local level for better public service delivery, and as an instrument for promoting democratic and poverty reduction; especially, in developing countries in Central Asia (Nikolov, 2006).

Another important aspects of decentralized governance in enhanced and efficient service delivery have been seen as follows: decentralized governance rendered the participatory management of development, decentralized finance for local service delivery, cooperation among local government, monitoring and evaluation of service delivery in decentralized governance, human resources development and building the capacity in local governance performance, and also building public trust (Nikolov, 2006).

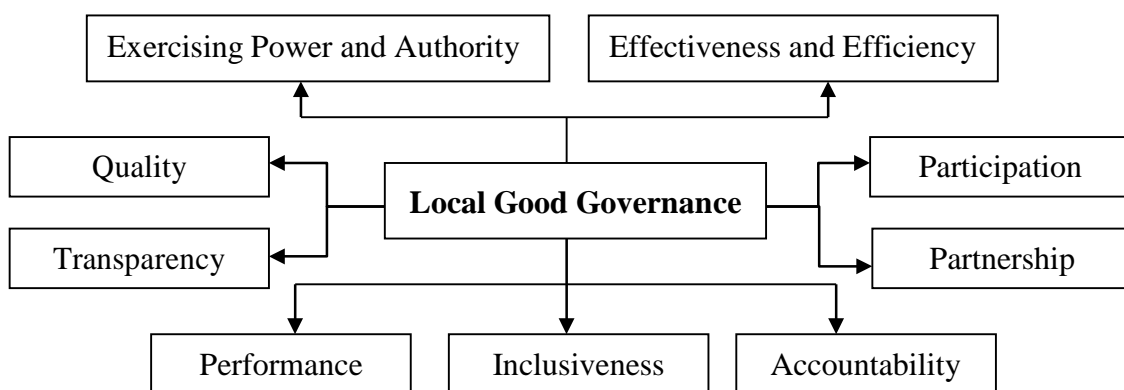
Another term which similar to decentralized governance is local governance derives from the concept of decentralization process, as mentioned elsewhere in this section that decentralization creates local governance. (World Bank, 2006) defines local governance the collective action which formulated and executed at local tier; therefore, it conserves self-governing communities. UNDP (2004) argued that procedure, process and institution are a set of local governance. These can be seen when grass root people and collective group articulate their needs and interests and their right was exercised.

2.1.7.3. Local Good Governance in Asia

Many literatures shared that decentralization is the pre -condition to achieve good governance, as good governance involves the sharing power between national and sub national government (Oyugi, 2000).

Local good governance is therefore defined as a set of mechanisms/ procedures and a set of organizations intended to manage local public affairs (Reomeo, 2002, Bongfiglioli, 2003). The very concept of 'good governance' at local levels indicate the quality, effectiveness and efficiency of local administration and public service delivery; the quality of local public policy and decision-making procedures, their inclusiveness, their transparency, and their accountability; and the manner in which power and authority are exercised at the local level (Bonfiglioli, 2003). This is illustrated in Figure 2.3 below.

Figure 2.3: Local Good Governance



Sources: Romeo, 2002 and Bongfiglioli, 2003

Local good governance is not providing local services but also preserving liberty and quality of residents, creating space for participation and civic dialogue, enabling environment for local sustainable development and supporting market-led and facilitating outcomes that improve the quality of life of residents (World Bank, 2006).

2.1.7.4. Governance Policy in Cambodia

The Royal Government of Cambodia (2004) perceived good governance as the main issue for sustainable economic development, equity and social inclusion. Over the recent years, good governance in Cambodia is enquired by many external and internal actors in development politically and administratively; however, governance in Cambodia has not yet been proved that is good and acceptable (Te, 2007).

The RGC identified key areas of governance action to be reformed in the near and medium terms for further improvement (RGC, 2004). As the government recognized that certain cross cutting areas are inevitable actions to achieve merit of good governance in Cambodia. Five cross-cutting areas: (i) legal and judicial reform through the establishment of basic rules of fairness and predictability; (ii) public finance by providing the financial support through all activities of government which taken place, (iii) public administrative, decentralization and de-concentration reform as it determines the effectiveness of government and its employees in undertaking the public program; (iv) anticorruption which is regarded as a

cross-cutting area of actions that establish the framework of behavioral rules that set standards of probity in economic, social and political life; (v) gender equity which is regarded as the serious area to achieve poverty eradication and social justice of government.

2.1.7.5 Local Governance Performance of Decentralized Local Government in Cambodia

Local governance performance can be measured based on its components which mentioned in the section 2.7 in this chapter, some of those are brought into discussion in the context of local government in Cambodia.

Partnership, it has been seen that positive cooperation with NGOs occurred at all tiers of government (NCSC, 2005). Provincial line departments, INGOs, and LNGOs have financed CCs' development plans. NGOs provided capacity building on the topic related to planning, human right, advocacy, gender awareness and domestic violence, and they cooperated with commune councils during planning process. In some provinces, the meetings were conducted among NGOs (NCSC, 2005).

In the local development contexts, the commune councils partnered with other development agencies, especially NGOs and CBOs which have been made through agreements with commune council during the district integration process. Rather than these, commune council follows Public-Private Partnership by outsourcing their infrastructure projects through procurement process as specified in project implementation manual (NCDD, 2009b).

Accountability, it is found that Commune councils have been improved its accountability to the electorate if compare with previous commune authority which controlled by one party during 1980s. Commune councils fulfilled a number of promises and plans, although those were mostly related to infrastructure, it improved accessibility of local people to other services. On the other hand, accountability of provincial authorities to Commune councils is hindered as there is gap of planning and implementation coordination between line department and the Commune councils. Commune councils are unable to express their satisfaction and dissatisfaction to those provincial authorities. Consequently, it has hindered the services accountability to local people (COMFREL, 2007).

Participation, citizen participation at commune level is increasing, especially numbers of citizens to poll because they aware of and satisfy with the performance of Commune councils. NGO is a factor to improve participation of local people in CCs' affairs (COMFREL, 2007). However, the participation in commune development planning is low and the effectiveness of participation is still in question mark as the citizen just only to present and participate (Sedara and Ojendal, 2007).

Quality, effectiveness and efficiency of services delivery by Commune councils, the variety of public services are delivered including voter registration, civic registration and social and local development services, especially infrastructure (COMFREL, 2007). Allocative efficiency

and productive efficiency were used to measure the quality of service delivery by Romeo and Luc (2003). Generally, citizens were satisfied the outputs of planning resource allocation and the anticipate advantages from commune projects (roads, irrigation and schools) reflect the needs of those. Yet, from the allocative efficiency terms, there was inadequate attention on maintenance and sustainability of those projects. From the productive efficiency, the cost of commune's project was lower than the reference prices based on market average costs and cost incurred by other agencies. Thus, it did not reflect the actual cost of the project, and resulted in low quality outputs. Exercising power and authority; in the past commune authority decision was influenced by upper government tiers, recently decision making of CCs was taken by discussion and majority vote. However, the commune chiefs have had influence over the decision-making among the CCs. Rather than this, councilors from minority parties were not able to express their ideas and views, and their decisions opposed the majority party (NCSC, 2005 & COMFREL, 2007).

2.1.8 Local Governance of Fund

2.1.8.1 Authority of the Councils on Fiscal and Financial Affairs

Sub-national council shall have sufficient fiscal and financial resources, and shall be empowered to raise, allocate, disburse and manage revenue in order to:

- Administer and carry out its obligatory functions;

- Administer and carry out permissive functions that it chooses to implement;
- Fulfill its legal duties;
- Cover its administrative costs;
- Perform its functions and fulfill its duties in ways that promote democratic development within the council's jurisdiction; and
- Every council shall manage its finances in an efficient and transparent manner and be accountable both to its residents and to the government (MoI, 2007).

2.1.8.2 Management of the Commune/Sangkat Fund

Article 4 described that the "Commune / Sangkat Fund Board" (the Fund Board) is hereby established. The fund board shall be responsible for:

- Recommending to the RGC the share of total current domestic revenue to be allocated to the fund,
- Monitoring the flow of resources into the fund from external grants and loans, and establishing targets for mobilization of external resources by the RGC,
- Adopting the formula for distribution of the resources of the fund, and recommending to the RGC any change in the formula referred to stated Article. 11,
- Adopting and annually revising a classification of communes/sangkats, for the purpose of allocating the components of the Fund, as described in Art. 12 and 13,

- Approving the annual plan of distribution of the resources of the fund, based on the above classification and formula,
- Communicating to communes/sangkats their individual annual entitlement to resources of the fund and the indicative forecast of such entitlement over a 3-years period,
- Monitoring the actual transfers of the resources of the fund to the communes/sangkats, against the approved annual distribution plan, and approving the annual financial statement of the fund.

Within one month from its creation the board shall adopt internal regulations to guide its process of decisions making.

Article 15 described that the transfers from the commune/sangkat fund may be used by commune/sangkat council to cover, in full or in part, any recurrent and investment expenditure that is reflected in the Council's approved budget and does not violate the commune law or any other law and regulation issued by the RGC. "*Administration expenditures*" are recurrent and investment expenditures incurred by the Councils in the performance of their general administrative duties (NCSC, 2002).

Role, Function, and Powers of Commune Administration

As referred to article 41 described that a commune/sangkat administration has duties to promote and support good governance by managing and using existing resources in a sustainable manner to meet the basic needs of its commune/sangkat, serving the common interests of the citizens and

respecting national interests in conformity with the general policy of the State (LAU/MoI, 2001).

COMMUNE FINANCE

In according to Article 81 of Law on Administration and Management of Commune/Sangkat stated that:

- A commune/sangkat is entitled to obtain the transfer of part of the state's assets as the assets of the commune/sangkat.
- A commune/sangkat shall properly manage assets that it obtains by itself and assets vested to it by the State.
- A commune/sangkat may use and generate incomes from assets vested to it by the State for management.
- A commune/sangkat shall maintain well and protect the assets vested to it by the state and the commune/sangkat shall not be entitled to sell or transfer ownership or transfer the right to use without prior approval from the Minister of Economic and Finance following the consent of the Minister of Interior.
- The procedures for management and use of the above assets shall be determined by sub-decree.

Based on article 82 also described that the commune/sangkat shall establish a system for management, monitoring and control of its finance which includes:

- Financial norms and standards and practical keeping of accounts;

- Management of assets;
- requirements to proceed an audit;
- Financial management with transparency, efficiency and accountability; and
- The system for management, monitoring and control of the commune finance shall be determined by a sub-decree.

The article 83 also stated that the management of finance and assets of the communes shall be subject to under the control of the Ministry of Economy and Finance, after having a discussion and agreement in principle with the Ministry of Interior (LAU/MoI, 2001).

2.2 Empirical Reviews

2.2.1 Governance of Fund

Swedish municipalities have increased their focus on research policy and have become more active as funders of research and development during the past two decades. Because several circumstances indicate that local government research funding activities can encounter challenges that differ from those of national funding organizations, it is important to examine the role of municipalities as research-funding organizations critically and consider how local policy conditions, national institutional frameworks and policies shapes this role. In this article, I analyze the establishment of a research fund to allocate grants to research projects in the Swedish Municipality of Norrköping. By identifying crucial phases, tensions and problems in the

process of establishing the fund, the article shows that the process was strongly anchored in the needs of local policy interest and coalitions, but that it was also shaped by the key actors' interpretations of national legal frameworks and policies about the municipalities' scope of action in this area. Furthermore, the study shows that while the state appears to have been generally anxious to encourage more research investment by municipalities, the municipalities may still be somewhat uncertain about their role in this area (Bo. P, 2017).

Public pension fund management has undergone major changes globally over the past two decades. Pension fund management mainly involves (1) institutional design, (2) governance and (3) investment. Approaches to institutional design, the main focus of which is pension finance, differ internationally. The two main models of public pension finance are prefunding and pay-as-you-go. Japan has adopted a predominantly pay-as-you-go model, where current labor force participants essentially fund retirees' pension benefits. However, in anticipation of changing demographics, namely the change in the elderly dependency ratio, Japanese public pension plans have prefunded reserves to cover benefit payments in excess of contributions (Sadayuki. H, 2017).

Presently, the royal government pays attention on commune/sangkat by creating commune/sangkat fund aiming at local development and decentralization and de-concentration reform at the sub-national

administrations, supported by Ministry of Interior and National Committee for Sub-National Democratic Development (NCDD & MOI, 2008). To cope with the local development barrier, the fund has to be used with transparency and accountability (sub-degree of the commune/sangkat fund, 2002). Commune/sangkat fund which was allocated to the local administration of Cambodia in term of local development as well as to clarify the characteristic of commune/sangkat's general situation, statistics and fund allocation. In particular, the result of the commune/sangkat fund allocation implementation will be able to show how the fund was used in the effective way. CDRI, 2008 described that commune/sangkat fund is a budget package that the royal government shall transfer to the commune/sangkat councils includes both tax revenue and development partner contributions to cover administration and local development. The transfer of revenue from the national level to the above fund based on the formula or the exact rate for at least 03 years and no later than 05 years determined by the sub-decree. This fund is divided into two main parts-administration and local development (Mom, V. & Xu. X, 2016).

Examine the determinants of local fund balances and the effects of the fund balance on stabilizing local spending and maintaining the continued provision of public services across business cycles. The empirical results show that fund balances appear to have played a countercyclical role in North Carolina countries during the Great Recession, but not during the previous recessions. Over the years, theses local governments may have improved their fiscal

capacity in using fund balances for dealing with economic downturns (Yilin. H, 2015).

Governance and controls over the funds of the religious Non-profit organizations (NPOs) were important due to the fact that these organizations managed public funds. Besides, holding the name of religious organizations, integrity, credibility and honesty in managing funds were expected by the public. This study investigated the governance and internal controls practices which focused on the receipt of income and disbursement of funds by Jameq Mosques in the central region of Malaysia. In a state which was divided into several areas, Jameq Mosque was referred to the main mosque in an area which received funding from government, corporate and public donations and monitored by Islamic bodies of each state. Regarding internal controls practices, both receipt of income and funds disbursement requires significant attention regarding the segregation of duties element. Other elements of internal controls such as physical custody, recording of transactions, and authorization were at the accepted level (Accounting Research Institute & Faculty of Information Studies, 2015).

In terms of Local Government Finance, the Department is focused on the financial well-being and effective financial management and accountability of local authorities and the promotion of value for money principles in the sector. The Local Government Fund (LGF) is a special central fund which was established in 1999 under the Local Government Act 1998. The profile of

income and expenditure of the Local Government Fund has undergone significant changes in recent years. Income, which historically comprised motor tax income along with some payments from the Exchequer, is now made up of motor tax, income from the Exchequer and, since 2014, Local Property Tax. The Government decides the expenditure from the Local Government Fund each year as part of the budgetary process. In recent years, expenditure from the Local Government Fund (An Roinn Tithiochta, Pleanála agus Rialtais Aitiúil, 2014)

Fund Governance: Legal Duties of Investment Company Directors is a comprehensive, authoritative and practical treatment of the legal obligations of mutual fund and closed-end fund directors, the special duties of independent directors, and fund governance best practices. This treatise provides detailed coverage of a fund board's legal duties under the federal securities laws and state corporate and trust law. It examines the impact of statutes and regulations, SEC guidance, court cases, and best practices in the context of fiduciary duty requirements, board structure and operations, audit committees, advisory and distribution arrangements, affiliated transactions, and other aspects of fund management (Robert A. R, 2001)

Fund governance refers to a system of checks and balances and work performed by the governing body (board) of an investment fund to ensure that the fund is operated in the best interests of the fund and its investors. The objective of fund governance is to uphold the regulatory principles

commonly known as the four pillars of investor protection that are typically promulgated through the investment fund regulation applicable in the jurisdiction of the fund. These principles vary by jurisdiction and in the US, the 1940 Act generally ensure that: (i) The investment fund will be managed in accordance with the fund's investment objectives, (ii) The assets of the investment fund will be kept safe, (iii) When investors redeem they will get their pro rata share of the investment fund's assets, (iv) The investment fund will be managed for the benefit of the fund's shareholders and not its service providers (U.S. Securities and Exchange Commission, 2006).

Good governance by institutional asset owners makes a significant incremental difference to value creation as measured by their long-term risk-adjusted rate of return. Drawing upon best-practice case studies, it is argued that the principles of good governance can be summarized by organizational coherence, including an institution's clarity of mission and its capacities; people, including who is involved in the investment process, their skills and responsibilities; and process, including how investment decision-making is managed and implemented. Implications are also drawn for the design and management of sovereign funds, which are increasingly important for national welfare in global financial markets (Gordon L.C, and Roger. U, 2006).

Corporate governance has received much attention in recent years, partly due to the Asian financial crisis. We review the literature on corporate

governance issues in Asia to develop region-specific and general lessons. Much attention has been given to poor corporate sector performance, but most studies do not suggest that Asian firms were badly run. The literature does confirm the limited protection of minority rights in Asia, allowing controlling shareholders to expropriate minority shareholders. Agency problems have been exacerbated by low corporate transparency, associated with rent-seeking and relationship-based transactions, extensive group structures and diversification, and risky financial structures. The controlling shareholder bears some of agency costs in the form of share price discounts and expenditures on monitoring, bonding and reputation building. The Asian financial crisis further showed that conventional and alternative corporate governance mechanisms can have limited effectiveness in systems with weak institutions and poor property rights. Overall, the understanding of the determinants of firm organizational structures, corporate governance practices and outcomes remains limited, however (STUJN, C. & Joseph, P.H, 2002).

2.2.2 Local Developments

To align with the development strategy of RGC, many local and international NGOs are developing and implementing various projects to support decentralization and de-concentration reform, and enhancing local governance through local development or local development fund, apart from nation programs of Royal Government of Cambodia. To promote local development and general responsibilities for

local administrative, commune has its own fund, so called commune fund (CF), which disburses from central government (Article 2, Sub-Decree on Commune Fund, 2002). The fund is used based on commune development planning in each year. Recently, decentralization and de-concentration reform is coordinated by the National Committee for Sub-nation De-concentration and Decentralization (NCDD) that is the inter-ministerial body which consists of 10-12 Ministries/Institution. NCDD is currently implementing many projects related to local development and enhance local governance which funded by various aid agencies and finance institutes (co-fund). Under technical support from the Project to Support Democratic Development through Decentralization and De-concentration (PSDD), NCDD is working to support local governance and local development in 24 provinces and support for planning and the implementation of the 1,621 commune-sangkats . NCDD is running various projects to meet its objectives with amount of fund as follows (PSDD, 2009).

The NCDD development program and resources 2009 are presented in the Table 2.5 below.

Table 2.5: NCDD's Development Program and Resources 2009, Cambodia

Fund/Project Title	Province	Budget 2009	%
Royal Government of Cambodia	24	26,143,902	31.53
World Bank-Rural Investment and Local	23	19,500,000	23.51
World Bank- Land Allocation for Social and Economic Development (LASED)	3	3,222,167	3.88
World Bank, Demand for Good Governance, One Window One Service	9	727,303	0.87
International Fund for Agricultural Development-Rural Poverty Reduction Project (IFAD-RPRP)	2	1,840,101	2.21
International Fund for Agricultural Development-Rural Livelihood Improvement Project	3	1,226,384	1.47
DANIDA/UK/NRML (Natural Resources Management and Livelihood)	10	7,073,000	8.53
EC-UNDP-DDLG (Democratic Development and Governance)	10	3,458,332	4.17
UNICEF-SK (Seth Koma)	6	3,552,933	4.28
UNCDF-IDLD (United Nation Capital for Development Fund- Innovation for Decentralization Development)	2	804,000	0.97
CANADA	3	443,720	0.53
Others (ADB's Commune Councils Development Project, Tonle Sap Sustainable Livelihood Initiative, USAID/PACT Local Administration and Reform Project, UNFPA, GRET and Ausaid)	24	14,025,867	16.91
<i>Subtotal</i>	24	65,844,948	
PSDD	24	17,065,000	20.58
Grand Total		82,909,948	100

Source: NCDD-S/MoI of RGC, 2009

2.2.3 Impact on potential beneficiaries

PSDD has coordinated and supported pro-poor development projects executed by other agencies. Under the World Bank's RILG project, the construction of rural roads has improved access for many settlements, while UNICEF's Seth Koma programme has expanded child immunizations, raised enrolments in primary school, and increased household access to safe drinking water. Sustained support from IFAD's Rural Poverty Reduction Project has helped to raise agricultural productivity, enabling many farmers to produce surpluses for sale in local markets. Better rural roads have made

it easier for those living in more remote locations to access health centres and other services, while several projects have delivered services directly to many people who previously were unable to obtain them. PSDD supports the implementation of 15 DP programmes and projects and the government's Commune-Sangkat Investment Fund (C/SIF). The goal of PSDD is "Poor people benefit from functioning sub-national institutions in Cambodia". Its ultimate end is thus reduction of poverty in its operation areas. In this report, impact of PSDD on potential beneficiaries is assessed in terms of: poverty effects of projects under its support mechanisms; and improvements in the quality, accessibility and equity of services at the sub-national level (UNDP, Evams. H, 2010).

The same surveys also reveal that commune councils' transparency is also improving in terms of informing citizens about their work and managing C/S funds for development projects. Citizens' perception that councilors kept them properly. The increased responsiveness and accountability of commune councils may be attributed in part to broader participation by citizens in the commune planning and decision-making process. Many reports estimate participation rates of citizens in village planning meetings at 40-60% of all households. Data from the NCDD Secretariat indicate that the average attendance at recent C/S meetings stood at 54% of the total population in 2008 and 52% in 2009. Commune councilors we met in Kampot and Svay Rieng provinces reported an attendance rate of around 60% with the majority of participants being women. Some research reports that women

are more active as participants than men in the commune decision-making process (Evams. H, 2010).

2.2.4 Decision-Making in the Commune Councils

While there are many everyday administrative decisions taken at the commune level by the commune chiefs, deputies and clerks (e.g., marriage certification, domestic disputes), the primary decision-making function of the commune council is concerned with commune development planning and the allocation of the Commune-Sangkat Investment Fund (C/SIF). As communes did not have a development budget prior to the decentralization reforms, the modest budgets have provided communes with the opportunity to develop decision-making processes and prove they can manage small development projects. In the case study communes, the allocation of funds toward roads was based on local needs and preferences rather than influenced by external stimuli. Across all communes, the Commune Councilors explained the expenditure on rural roads was 'because the people want it.' While local development needs and preferences make road rehabilitation a legitimate and popular choice, as well as one that fulfilled the developmental mandate of the councils, it is not clear that roads were the only sort of investment that could have done this. Other factors, also relating to the local political economy, help to explain the dominance of roads as an investment choice (Plummer, J. and Tritt, G. 2010).

Arguably, a lesson to draw from the communes' choice to continue certain

social interventions is that communes will be prepared to invest in social projects if these are already established as successful, popular, and implementable, and perceived as low risk i.e. informed by the same risk aversion that is integral to the preference for roads. The current policy initiative to better implement a 'general' mandate and enhance the environment for discretionary decision-making will need to take this into account: attempts to engineer more responsive local governance will be hampered by the conservative choices made by local politicians (Plummer, J. and Tritt, G. 2010).

2.2.5 Efficiency and Effectiveness of Rural Investment and Local Governance Project (RILGP)

2.2.3.1 Efficiency of executed RILGP

The definition used for evaluating efficiency is "the quantity of resources expended in an effort to achieve the stated objective or condition. This implies cost minimization for attaining specific degrees of goal achievement".

The project has been relatively efficient for the following reasons:

- RILGP is fully implemented through government structures and systems, and PSDD provides advisory and staff support.
- Outputs in terms of studies, buildings, vehicles, equipment and National Program were completed. Some issues were raised concerning the quality of some of the studies (e.g. the Socio-economic study on C/SF road projects), indicating poor value for money.
- Roughly 82% of the funds were allocated to sub-projects for infrastructure development with operating costs a smaller 3%.

Table 2.6: RILGP Budget 2003-2010

Expenditure Category	RILGP Credit 2003 – 2010 US\$ million	%	RILGP Grant 2007 – 2010 US\$ million	%	Total Grant and Credit US\$ million	%
1. Local Planning and Investment						
Sub-Project Grants	18.96	86.2%	29	80.0 %	47.96	82.3%
2. Policy Support and Project Management						
Civil Works	0.2	0.9%	0.27	0.7%	0.47	0.8%
Goods	0.88	4.0%	0.29	0.8%	1.17	2.0%
Consulting Services B1	1.38	6.3%	0.68	1.9%	2.06	3.5%
Consulting Services B2			4.75	13.1 %	4.75	8.2%
Workshops and Training	0.03	0.1%	0.06	0.2%	0.09	0.2%
Operating Costs	0.55	2.5%	1.2	3.3%	1.75	3.0%
Total	22.0	100%	36.25	100%	58.25	100%

Source: NCDD-S/MoI of RGC, 2009

The project has demonstrated efficiency in its delivery as well as generating the outputs and outcomes. There are some issues however that will need to be considered as counterpoint to the efficiencies highlighted above.

- To achieve economies of scale for infrastructure, the existing PIM system would need more funds per commune to ensure economies of scale of sub-projects and the meeting of more local needs.
- Due to low capacity of government staff (low incentives), the project is heavily dependent on technical assistance (TA) (which is expensive).
- Sub-projects have not always been achieved at reasonable costs (in some cases unit prices for road construction are too high).
- Quality of infrastructure projects was sometimes poor due to lack of construction supervision from Technical Support Officers.

- High administrative and reporting workload to comply with WB procedures can create delays with C/Ss requiring significant support from the already “stretched” resources available to DFTs and PFTs (URS Australia Pty Ltd, 2009).

2.2.3.2 Effectiveness of executed RILGP

When evaluating the Effectiveness of the project the definition used is “the degree to which the stated objective or condition is achieved or maintained”. The project has been successful in converting inputs into outputs and outcomes in support of Cambodia’s goals for Decentralization and De-concentration and hence been effective. There are a number of areas of success of the project that contribute to its effectiveness.

- RILGP utilizes the extensive structure and support base of the PSDD and NCDD. The years of experience and success in D&D in Cambodia were utilized to deliver the results for RILGP.
- Supporting governance, by providing a means and motivation for the participation of local communities in the development process (if there are no resources to allocate to priority projects then there is no point in planning and prioritizing).
- Commune Development Plans (CDP) and Commune Investment Plans (CIP) reflect local priorities through the participatory planning process.
- Delivering financing to Commune-sangkat through the government system but with rigor in the selection and implementation, through use of the PIM.

- The PIM provides a solid structure for design, procurement, management and safeguards issues for project management and implementation for effectively delivering government services at the sub-national level.
- Priority commune level investments funded through C/SF are implemented by C/SCs, mostly in accordance with agreed systems and procedures (more in the upcoming process audit report).
- The majority of C/SF projects are small rural roads (tracks) and this enables other funding sources to target non-infrastructure service delivery projects.
- The draft NP-SNDD has been prepared and is now under discussion. RILGP has given impetus to this process.
- Up to 80% on average of C/SFs have been reimbursed demonstrating improved capacity of C/S to implement the PIM procedures (hence a measure of capacity building has occurred as a result of RILGP).
- RILGP has influenced the development of policy at the National level with regard to the revised sub-decree establishing C/SF allocations for 2008-2010.
- The implementation of 3,951 sub-projects by the end of 2006, 4,880 subprojects by end 2007 (Credit component), and 1,679 sub projects for 2007 and 2008 for the Grant Component.
- These sub-projects (largely road projects) have contributed to the reduction in travel time for users and improved access within Communes and inter-Commune travel and access to main roads.

However, there have been some issues that may impact on the effectiveness of the Project (both internal and external factors):

- The move of the bidding for C/SF projects from the C/S to the district level, has reduced beneficiary participation in the process at the Commune level.
- C/SF budgets are too limited to meet most of the priorities in CIPs.
- Low capacity and experience of C/SC members (starting from a low base) implies a significant challenge for capacity development. This is further weakened by the turnover in elected officials, which is not a result of the project (this is an external factor that will negatively impact on the effectiveness of the Project).
- Decentralization process has slowed with functional reviews and resourcing issues.
- Governance progress could be greater if people were more involved in implementation and included civic education and empowering processes.
- The M&E system could be improved with a revised logframe and a clearer M&E plan and approach.
- The Safeguards system has not been applied as rigorously as required by the PIM.

2.2.6 Rural Investment Local Governance Project Impact : Poverty Reduction

(a) Physical Infrastructures

There are two main dimensions to poverty reduction through this project as mentioned above: i) Provision of priority infrastructure such as roads and irrigation structures that have social and economic impacts (such as access to markets, health services, reduction of transport times and costs of transport and ii) Linking participatory local governance systems at the C/S and provincial levels with meeting of local needs. The main method for measuring the impact of the RILGP in terms of socio-economic and poverty impact was through the surveys and studies conducted by RILGP. The main studies and a summary of their findings indicated that RILGP has made contributions to the stock of assets (mainly road assets) available for socio-economic development. However, the risk is that maintenance of the assets is not undertaken and hence their condition and quality may decline and the assets may not result in sustained positive economic returns, (SBK, 2003 and 2008). Upon review of the Baseline and follow up surveys, a number of interesting observations and conclusions were made as follows:

- Compared to 2003, the village roads were in better condition. However, most culverts and bridges remained in need of repair or new culverts and bridges were still needed.
- Health services in the commune were more accessible than in 2003. It was concluded that that better road conditions have played a role in the service accessibility outside the village. It should be noted however that improved access to health facilities and schools was also a result of the parallel construction of more of these facilities by other projects.

- Children from the studied villages tended to attend schools outside their own villages. Once again it was concluded that it was possible that improved road conditions resulted in some children travelling to commune centres for schooling.
- With better road conditions, people tended to travel further distances for social services and markets.
- The preference for roads infrastructure was still the same across the two surveys, but it was concluded that road conditions of both project and non-project villages were better than before.

This study concluded in the executive summary that “the benefits obtained from rural road improvements to diffuse, and the other factors impacting on rural poverty too many and varied, for a valid statistical correlation between C/SF road investments and its effect on poverty levels”. This Study did find that improvements in rural village access road resulted in reductions in travel time. Reallocation of travel time savings to other economic activities is indicated or can be inferred. The road improvements facilitated the undertaking of agricultural crop production activities. The project roads facilitated journeys not only within the project villages, but also to/from neighboring villages, district centres and beyond. The reported increase in costs of goods and services, and vehicle operating and maintenance costs that consequently increased the charges for transporting passengers and goods, negated the savings from less travel time and lower maintenance costs of vehicles. These increases however were as a result of other factors

that impacted on prices of goods and services such as inflation, oil prices and other local and international economic factors (SBK, 2008).

It may be argued that the RILGP has made a contribution to improving socio-economic conditions that support poverty reduction. Certainly previous economic analysis (RILGP Project Appraisal Document) indicated that the Economic Internal Rates of Return (EIRR) for rural roads were in the range 25%-40%, although returns were significantly reduced, and could fall to unacceptable levels, if road maintenance was not undertaken. A large proportion of the C/SF Projects were road projects. Generally the impacts of the improved road conditions and road access (access to markets, stimulating trade and commerce in local areas, access to education, increased production in response to more favorable prices for agricultural commodities etc) are improved socio-economic conditions leading reductions of poverty (URS Australia Pty Ltd, 2009).

(b) Participatory Local Governance System

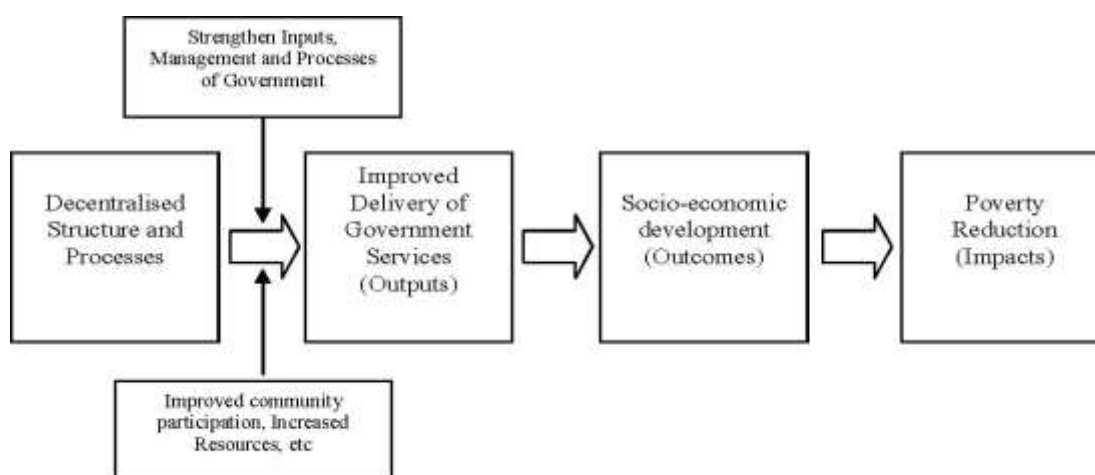
The linkage between decentralization and poverty reduction requires a number of stages and conditions to be present. In general, it is thought that greater decentralization of power and authority to sub-national governments and communities will assist in:

- Promoting an efficient mobilization of limited resources;
- Better utilization of these resources towards improving service delivery;

- Facilitation and promotion of social, economic and human development;
- Securing participation and equality in the processes of government;
- Promotion of self-determination and political equality.

The basic economic case for decentralization is the promotion of economic efficiency through the provision of local outputs that are differentiated according to local tastes and circumstances resulting in higher levels of social welfare than centrally determined and more uniform levels of outputs. Effective decentralization is said to be a way to maximize the process of satisfying the demand and supply of public goods leading to the maximization of collective or social welfare. This process eventually leads to poverty reduction.

Figure 2.4: Decentralization and Socio-Economic Development



Source: Pheak, Y. and URS Australia Pty Ltd, 2009

(c) Direct Benefits:

There are a number of direct benefits from rural road development projects, including:

- Time savings – this is a benefit for those who travel more frequently (such as migrant workers) and traders who may access the farm gate to buy agricultural products. Time savings also allows those with skills and/or savings to invest in other small businesses.
- Reduction of transport costs which are important for transport operators but also their customers. Keeping transport prices down also keeps input costs of production down as well.
- Traders can travel to the farm gate to buy products. This gives farmers more choice of potential buyers and hence can get a fairer price for their products (thus improving household income and creating conditions for poverty alleviation).
- “Injection” of funds to the commune level contributing to local area economic activity and development through wages for labour on infrastructure construction, purchase of services, periodic maintenance (URS Australia Pty Ltd, 2009).

(d) Indirect Benefits:

Some indirect benefits associated with RILGP are:

- Fostering trade and small or medium enterprise (SME) development in local areas.
- Improved roads and the ability to transport goods more efficiently and provide opportunities for those who can afford the investment to start

a small store in the village or to buy village produce or to make their own and sell it in nearby market centers.

- The road is an important enabling condition in the decision about whether or not to develop a small business. Small and micro-businesses are an important means of income creation and enhancement for the poor, provided that they have some initial capital.
- The road also broadens opportunities and choice. There are more services and facilities that can become available in the local area or they are more accessible in the District town (URS Australia Pty Ltd, 2009).

The Rural Infrastructure Improvement Project's outputs could be improved and concluded that the project made basic social services (health care, skills training, literacy, credit, and extension services) accessible to the rural poor and that the project also enhanced the mobility and employment opportunities of the rural poor in farming and non-farming activities, thus contributing to achievement of outcomes. For example, about half of the households interviewed had higher household incomes (increased by about 30%) after road construction, because it became easier for them to transport their products to markets (two hours instead of the whole day) and more time was left to do other jobs, (ADB, 2004). Asian Development Bank Support for the Transport Sector in Viet Nam Evaluation Study, August 2009 – Surveys undertaken in the course of this study reflected the impact of improved infrastructure on poverty reduction; showing that investing 1% of

provincial gross domestic product (GDP) in transport infrastructure could reduce poverty by 0.5–1.0% and that an investment of \$50 million in transport in the 15 poorest provinces could reduce poverty by 6–7%. The estimated economic internal rate of return of completed national transport projects in Vietnam from 1993 to 2008 showed that the EIRR of provincial roads was 20.3% (ADB, 2009).

Asian Development Bank study on Road Development and Poverty Reduction in Lao PDR, February 2005 – Regression analysis was used to confirm that improved road access raised real consumption expenditures and thereby reduced poverty. Between 1997-98 and 2002-03, rural poverty incidence in Lao PDR declined by 9.5 per cent of the rural population. The analysis of the relationship between poverty incidence and road development in the study suggested that about 13 per cent of this decline in rural poverty was attributed to improved road access alone. The study concluded that rural road provision was not a cheap strategy for poverty reduction (but it appeared to be a necessary one). The results of this study concluded that in a country like Laos, where roads were primitive, improving road access was an effective way of reducing rural poverty (ADB, 2005).

The MoRD/RGC and Seila Task Force Secretariat, Economic Evaluation of Laterite Roads supported by C/SFs in 2003 (study conducted 2004) undertook a detailed study of rural laterite roads based on a sample of sub-projects. The study concluded that the variation between sub-projects was considerable: some sub projects had an estimated IRR of over 70%; whilst

others were negative; but the overall economic rate of return was 33% (MoRD/RGC & Seila Program, 2004).

2.2.7 Ketsana Emergency Reconstruction and Rehabilitation Project of MoRD/RGC

The baseline survey indicates that in both household groups (covered and non-covered), the vast majority of household members consider the current road conditions as poor or very poor (80% and 73% respectively). The roads are full of holes, puddles, muddy, dusty, and damaged due to the flooding, rain, and other factors. The current road conditions affect the household livelihood by increasing transportation fees and increasing travel time to the main road and access to public places such as markets, schools, hospitals, and to social ceremonies. Household and key informants observed the current road conditions affect household business activities. Furthermore, the key informants and household representatives indicate that about half of the households use unimproved water sources like ponds, lakes, rivers, unprotected wells and unimproved rain water collection – 53% for covered and 54% for non-covered households.. Nearly half (46.5%) of households in the covered villages drink raw water (not boiled or purified) while this statistic is 35.1% for the households in the non-covered villages. Around 30% use water filters and we assume that this water is hygienic enough for drinking in the households. In addition, key informants and household representatives reported that one-third of target households use a latrine. Most defecate in open spaces such as forests, fields, nearby rivers or lakes. Only about half (45% for covered and 51% for non-covered) of households

have adults that wash their hands with soap often or always. For children, this percentage is 36% and 38% for covered and non-covered respectively. All of these conditions are expected to change somewhat in the covered villages/households after Project support and this will be measured via the end line observation (Pheak, Y. & MoRD, 2013).

Table 2.8 disaggregates the opinion of the extent of dust produced by the road by gender of respondent over the two time periods. Both male and female respondents reported similar benefit from dust control treatment put in place by the project with 26% reporting “Good Conditions – almost no dust.” A greater percentage of women in our sample, however, reported “*very dusty*” road conditions than the male respondents in the baseline period followed by a smaller percentage reporting “very dusty” at the end-line. This would suggest that the female respondents were more sensitive or exposed to the problems of dust and they perceived the greatest improvement in the worst category.

Table 2.7: Respondents’ Opinion of Road Dust Conditions by Gender of Respondent

Road dust condition	Female		Male	
	Baseline	End-line	Baseline	End-line
Covered	(n=255)	(n=269)	(n=130)	(n=115)
<i>Very bad (very dusty)</i>	45%	21%	39%	30%
<i>Dusty</i>	28%	33%	37%	33%
<i>Occasionally dusty</i>	20%	20%	22%	11%
<i>Good (almost no dust)</i>	7%	26%	2%	26%
Non-covered	(n=105)	(n=105)	(n=43)	(n=44)
<i>Very bad (very dusty)</i>	42%	51%	30%	57%
<i>Dusty</i>	30%	30%	40%	27%
<i>Occasionally dusty</i>	18%	10%	23%	11%
<i>Good (almost no dust)</i>	10%	8%	7%	5%

Source: Sheladia Associates Inc, 2014

Table 2.8: Road dust improvement for travelers (% of HHs)

Description	Non-Covered		Covered	
	Baseline	End-line	Baseline	End-line
Very dusty	62.8	52.3	64.9	30.5
Dusty	28.4	30.9	26.8	32.5
Occasionally dusty, if strong wind	8.8	14.1	8.3	16.9
Good (almost no dust)	0.0	2.0	0.0	19.3

Source: Ministry of Rural Development/RGC, 2014

The road dust control treatment has indeed decreased dust produced by the road. The covered villages noted increasing improvement while the non-covered villages showed little change (Pheak, Y. and Sheladia Associates Inc, 2014).

In fact, a high proportion of the C/S Fund project roads fall within the envelope of conditions potentially suitable for use of gravel. Rainfall in inland provinces of Cambodia is generally in the range 1000 – 2000 mm per year and topography is often flat. Commune and village level access roads have high volumes of two-wheeled and non-motorized traffic but relatively few four-wheeled vehicles. Provided that the road is not subject to flooding, gravel can be a viable solution in these circumstances. However, it is also noteworthy that haul distances from laterite quarries to road sites are often long in Cambodia (over 100km in some southeastern districts) and sometimes there is no alternative to poor quality gravel (Julian, A., 2007).

Responsiveness of CDP/CIP to C/S Socio-Economic Development Needs

Of particular note is respondents' identification of four priority problems for which they identify local government efforts as useful. These include an 81.4% ranking for road development, 24.9% for building schools, 24.5% for construction of water wells, and 14.7% for resolution of land conflict. Of particular note for Phnom Penh is the high percentage of responses expressing appreciation for building of culverts and providing village protection. When considering all priority needs, 42.8% of respondents strongly agree that their local government is addressing them while 22.4% simply agree with the above statement. Of note is the fact that 25.3% somewhat disagree that their local government is addressing priority problem needs and 6.5% disagree completely. In contrast, 57% of the rich and 36% of the upper class strongly agree with the above statements, while 42% of the poor and 44% of the very poor do. 44% of the rural population strongly agrees, while 39% of the urban population does (SBK Research and Development, 2008).

Decentralization: Dependency or self-management:

Much is made of decentralizing processes now underway within the RGC which intends to offer the real opportunities for promoting indigenous people's Self-management. However, in many indigenous minority people's areas much money is being directed into "development" without adequate supports for true community development and human development support (NGO statement to Consultative Group Meeting on Cambodia, 2006).

While the reforms at the C/S level were being carried out and consolidated from 2005 onwards, the RGC began paying more attentions to the district and provincial levels. The Strategic Framework for D&D Reforms, which was adopted in June 2005, lays out the key characteristics of an envisioned sub-national administration, including a unified administration, an indirectly elected council, and capital and provincial levels (Implementation Plan of 2011-13 (IP3) of NP-SNDD, 2012).

2.2.8 Impact: Good Governance and Decentralization

The good governance framework associated with RILGP contains seven main elements: procurement; financial management; disclosure; civil society; complaints and remedies mechanism; sanctions; and technical quality of design and construction. Procurement, financial management and technical quality are covered in other sections of this report and in this section we will deal with the remaining four elements. Cambodia has done well in its ongoing journey of decentralization as per the work done by Manor 2008, who identified three requirements for democratic decentralization to work well: i) Substantial resources (human and especially financial resources) must be provided to elected bodies at lower levels, ii) Substantial powers must be provided to them, and iii) Strong accountability mechanisms must exist – to ensure both the accountability of bureaucrats to elected representatives, and the accountability of those representatives to voters (URS Australia Pty Ltd, 2010).

Decentralization reform is a long-term process that must be driven by lessons learnt along the way. The implementation approach of the RGC has taken this into account. It is not expected, nor is it desirable, that all recommendations be addressed immediately. The issues identified should be incorporated and prioritized in a long-term decentralization strategy and implementation plan. It is clear that government efforts have been substantial and that significant achievements in decentralization implementation have been made at all levels since 2002 election.

The RGC firstly recognized consultations with stakeholders and political actors in order to achieve consensus. Secondly, international practices and lessons learnt were studied in order to design a system consistent with basic international elements of decentralization while being responsive to unique Cambodia political, social, economic, and cultural realities. Thirdly, the government mobilized technical assistance to prepare a detailed policy framework and draft legislation which culminated in the issuance of two laws: the Law on Administrative Management of Commune-Sangkat and Election Law (NCSC, 2008).

In placing vital decision-making at the local level, decentralization reforms display potential for enhancing democratization and development (Manyor 2001), as clearly demonstrated through a series of influential case studies from across the world (Crook, 1998). In Cambodia, while decentralization reforms have made significant progress, they still remain at a relatively early stage (World Bank, 2007).

CHAPTER III

RESEARCH METHODOLOGY

CHAPTER III

RESEARCH METHODOLOGY

In order to meet the stated objectives as well as the set research questions of the study, this section described the main points as; types of analysis, types and sources of data, sample size, sampling, data gathering procedures, statistical tools, coverage of the study, and the procedures of analyzing data.

3.1 Type of Analysis

The study deployed and used both descriptive and quantitative approaches to analyze and answer the set research questions and to meet the established objectives of the research study. The data and related information collected were entered and analyzed by using the tools as; Statistic Package for Social Science (SPSS) and M.S Excel. Furthermore, the findings of the study were also analyzed and interpreted by using the necessary tables, charts, bar graphs, and statistics, so that it could be classified and categorized by qualitative and quantitative data in chronological way.

3.2 Type and Source of Data

The research study was conducted by focusing on the main sources of the primary and secondary data within and outside the Pailin Province. For contribution to the attainment of the first and second stated objectives, the secondary data sources were also collected, analyzed, and classified accordingly. The types and data sources were gathered as follows:

Conceptual theories reviews: the formal and informal textbooks and training materials/handouts concerning good governance, local good governance, local governance of fund, national democratic development, D&D, and related books, were collected from websites, libraries, UNDP/PSDD, NCDD/MoI (RGC) , INGOs/NGOs, some countries in ASEAN and EU including ADB, WB, UNDP, UNFPA, UNICEF, and Seila program.

Empirical reviews (previous research reports): the governance of fund, issued research journals/articles, the formal/informal research and evaluation reports of the good governance, and road infrastructure project reports, were also collected from websites, UNDP/PSDD, NCDD/MoI (RGC), INGOs/NGOs, and international/national consulting firms, INGOs/NGOs, some countries in ASEAN, WB, UNDP, and UNICEF.

Achievement 2007-2011 of the second mandate commune council of two sampled communes: The progress of D&D, good governance of both sampled communes of Pailin Province, annual reports/monitoring report of each year of second mandate commune council. The achievement 2007-2011 of the commune councils included such as; i) total budget allocation (operation and investment costs) and its local community distributions, ii) number of C/S funded road projects, iii) number of monthly meetings organized, iv) number of Deika/decisions released, v) number of disputes solved and transferred, vi) number of supports and interventions by district, province, and NGO, and vii) number of projects funded and supported by district, province, and NGOs.

For contributing to the achievement of the third and fourth stated objectives, the primary data sources were collected, analyzed, classified, and interpreted accordingly. The collection of primary data and information were conducted with village respondents, members of commune councils, district councilor, district board of governor, C/S technical support officers, provincial/district program management advisor of NCDD, and one NGO working on good governance within the province. The primary data focused on the project benefits and impacts of the commune investment fund implementation within the following areas such as; (1) knowledge, capacity, and better understanding of C/S members of both sampled communes on good governance and project implementation manual, finance, CDP/CIP technical guidelines including technical facilitation and managerial skills and (2) the level and priority index of the application of the good governance: the level and satisfaction index of the community people with the quality of C/S funded road projects and the performance index of the benefits and impact generated from C/S funded road projects such as; i) increases in transports of agricultural products across C/S rural road project, increases in school attendance of pupils, ii) farm gate price of agricultural products improved, iii) C/S funded road projects benefits for women and children, iv) improved health status of pregnant women, v) improved living conditions of community people, and vi) increased micro/small-sized businesses along the roads.

3.3 Sample Size

For collecting the primary and secondary data including relevant information from both communes, two of total eight communes and six of total 20 villages, were selected for the purpose of the study. And 100 sampled respondents of the study area were also selected to be surveyed and interviewed. The following tables showed the number of sampled communes and the types of respondents.

Table.3.1 Numbers of districts, communes, villages, and households of study area

Name of Province	Name of district	Total No. of communes	Total No. of sample commune	Total No. of villages	Total No. of sample villages	Total No. of HHs	Total No. of sample HHs
Pailin	Pailin	4	1	7	3	308	40
	Salakrau	4	1	13	3	220	40
Total		8	2	20	6	528	80

Table.3.2 Total Number of Surveyed Respondents

No	Total No. of households	Total No. of Sample respondents
1	528 households	80 persons
2	14 commune council members	14 persons
3	6 district board of governors	1 person
4	2 district councilors	1 person
5	6 provincial and district advisors	1 person
6	3 deputy directors of PDoP	1 person
7	4 technical Support officers	1 person
8	2 NGO staff	1 person
Total surveyed respondents		100 persons

3.4 Sampling Methods

The section described the way or approach on how to determine and select the sample size to be studied. Based on the above set sample size, some relevant methods deployed and used as follows:

2.4.1 Selection of Study Area

The multi-stage sampling method used to identify the geographical areas of the study. Firstly, selecting province, secondly, the districts were also selected automatically because Pailin Province has only two districts, and thirdly, two of total eight communes and six of total twenty villages were selected by using the simple lottery method (the names of communes and villages were written on the piece of paper by rolling each of paper, and then put them into only one box. Finally, the blindfold selection of the number of slips (sample size) was made out of the items of the total population. The lottery drawn was crossed and put it into the same box again. Doing so was to give each and every unit of the population the equal opportunity of being selected in the sample. The process was repeated until the required number of samples was reached.

2.4.2 Selection of Sampled Respondents

In regards to both sampled communes and six sampled villages, the sampling methods used to select the respondents (households/key informants) out of total population for the purpose of the study are as follows:

80 out of total 528 households were selected by using the purposive sampling method, 14 commune council members of both communes were

selected by using the merits of census method because each commune has only seven members of each commune council, and 1 of total 6 district board of governors, 1 of total 2 district councilors, 1 of total 6 provincial advisors, 1 of total 3 PDoP deputy directors, 1 of total 4 C/S technical support officers, and 1 of total 2 key NGO staff, were selected as key informants by using the purposive sampling method.

3.5 Data Gathering Procedure

The study mainly focused on both primary and secondary data and responded to above formulated research questions and objectives of the research study. The questionnaires and checklists were designed to gather the sources of data and information as follows:

Table.3.3: Total number of surveyed respondents by designed form

No	Type of surveyed Respondents	Total No. of respondents	Data collection method used	Questionnaires used
1	Commune council (CC)	14	Interview	Questionnaire #1 and #3
2	Village respondents	80	Interview	Questionnaire #2
3	district councilor, district board of governor, C/S support officer, provincial advisor, NGO staff	6	Interview	Questionnaire #3
	-	100 Persons	-	-

Questionnaires #1 and #3: the implementation of C/S funded road project, the first form was used to gather primary data from 14 surveyed commune council members of both communes. The data were collected such: i) benefits of the C/S funded road project implementation, ii) impacts of the C/S funded road project implementation, iii) before-and after the project intervention, and iv) capacity building and development of the commune council members.

Questionnaire #2: The implementation of C/S funded road projects at commune level, this second form was used to gather primary data from 80 surveyed village respondents of both sampled communes. The data were collected such: i) the uses of C/S investment fund, ii) the mobilization of local contribution, and iii) the implementation of the C/S funded project (CDP & CIP process and bidding).

Questionnaire #3: The application of the good governance in the commune investment fund, the third form was deployed and used to collect primary data from 6 surveyed respondents as key informants such; commune councils, C/S technical support officer, district councilor, district board of governor, provincial advisor, and NGO staff. The data collection were included such: i) the level of understanding of surveyed respondents on good governance (incl: rules of law, participation, accountability, transparency, responsiveness, and efficiency/effectiveness), ii) the level of application of the good governance into C/S funded road projects, and iii)

satisfaction with the application of good governance into commune investment fund execution.

In accordance with three designed forms as mentioned above, the research study therefore deployed and used the data collection method as follows:

Semi-structured interviews

Using the semi-structured questionnaires, the interviewer explained objectives of the research study and clarified those matters, to which the respondents replied within a limit of directions and instructions incorporated into the research study. This method was also applicable to the collection of information and/or data from illiterate persons as well as the signing of questionnaires mainly focused on the close-ended questions (yes/no and multiple choices) and some open-ended questions to obtain both quantitative and qualitative matters of fact answers for fulfilling its set objectives of the research study. The testing of questionnaires was also piloted in advance before the real main survey took place. This testing of questionnaire was intended to identify the difficulties and relevance of questions in advance and reviewed some questions to improve the quality of questionnaire to meet the above stated objectives of this study. In additions to above data collection methods, the group discussions also deployed and used to additionally collect relevant data/information and complementally support to the semi-structured interviews. The addressed topics were included such as; i) application of the good governance, ii) current situations of good governance at commune

level, and iii) adopted CDP/CIP technical guidelines at second mandate commune councils.

3.6 Statistical Tools

Based on the findings of the research study, the statistical tools such as; the average, means, percentage, frequency, bar graph, bar charts, and table were deployed and used for data classification, analysis, and interpretation. Furthermore, the calculation of index numbers was made to understand and capture the common figures of the priority, satisfaction, and performance indexes which were analyzed and interpreted in accordance with the application of the good governance into the C/S funded road projects. The following detailed statistical tools were also used as follows:

a) Weighted Average

Likert's and rating scales were used to assess the perception of the surveyed commune council members and households of the six sampled villages of both communes. The level of understanding, application, and satisfaction of the surveyed respondents on good governance of C/S funded road projects studied and scored accordingly.

b) Calculation of Index Numbers

The types of indexes (*Abdul Quader, M. Md. 1993*) deployed and used to analyze and measure the level of performance, satisfaction, and priority of surveyed respondents were as follows:

Priority index: scale value may lie between 0 (lowest priority) and 1 (highest priority). In this case, the first priority is ranked as number one, the second priority is for number two, and third priority is ranked as number three. The index is computed by the following formula and stands as follows:

		$I = \frac{\sum s_i f_i}{N}$		
Where,				
	I	=	priority index such that $0 \leq I \leq 1$	
	s_i	=	scale value at ith priority	
	f_i	=	frequency of at ith priority	
	N	=	total no. of observations	
		=	$\sum f_i$	

Satisfaction index: three-point scales may lie between -1(dissatisfaction) and +1 (satisfaction). The responses recorded on a three-point scale which -1.0 indicates the dissatisfied, 0.0 is neutral, and +1.0 indicates the satisfied. The computational formula for calculation of satisfaction index stands as follows:

		$I = - \frac{1.0 * f_s + 0.0 * f_o - 1.0 * f_d}{N}$		
Where,				
	I	=	satisfaction index such that $-1 \leq I \leq +1$	
	f_s	=	frequency of response indicating satisfaction	
	f_o	=	frequency of response indicating neutral	
	f_d	=	frequency of response indicating dissatisfaction	
	N	=	total no. of observations	
		=	$\sum f_i$	
		=	$f_s + f_o + f_d$	

Performance index: Value index may lie between 0 (poor) and 4 (excellent). It is noted that the higher the scale value, the better is the performance. However, the greater value can be 4 according to the set performance scale. Therefore, the index value may lie between 0 and 4 ($0 \leq I \leq 4$) and it stands as follows.

Performance Scale:			
Poor			Excellent
0	1	2	3
			4

The data analyzed and measured by using the index value and priority scale values were listed such as; (1) level of understanding of surveyed respondents on good governance and number of commune budget allocation by year, (2) level of rules of law applied in C/S investment fund, level of people's participation in commune project execution, and satisfying identification of priority needs for CDP/CIP, (3) level of accountability and transparency applied in the commune investment fund, (4) access to information of local contribution, commune project bidding, and the uses of commune investment fund, (5) level of responsiveness of C/S funded road projects to the communities and level of efficiency and effectiveness application in C/S investment fund, (6) summary of performance indexes on level of good governance applied in commune fund by each component, (7) satisfaction with the implementation of the rules of law in the commune

investment fund, (8) satisfaction with participation, accountability, and transparency in the C/S funded rural road projects execution, (9) satisfaction with responsiveness of the commune investment fund to the real needs of the community people, (10) satisfaction with the application of efficiency and effectiveness in the commune investment fund, (11) summary of satisfaction indexes with applied good governance in C/S funded road projects, (12) satisfaction with the quality of C/S funded rural road project, (13) benefits and impact of C/S funded road projects rated by villagers, (14) the commune roads benefited the women and children, improved health status of the pregnant women, and increased micro/small-sized businesses along the roads, and (15) improved living conditions of the community people within both communes and the benefits and impact of the C/S funded road projects.

c) Hypothesis

There were two null hypotheses formulated in term of the qualitative and descriptive manners to ensure that the application of the good governance into C/S funded road projects really existed in both communes as follows:

Ho₁: There is no application of the good governance in the rural road projects due to C/S investment fund, and **Ho₂**: There is no significant change of the rural road project executions due to C/S investment fund.

3.7 Coverage of the Study

The research study confined and selected two communes and it covered Ou Tavau and Stueng Kach communes of two districts (namely Pailin and

Salakrau districts) in Pailin Province, Cambodia. Then, six sampled villages of both communes were identified and selected for the purpose of the study. Furthermore, 100 respondents including C/S council members, village respondents, provincial advisor, board of district governor, district councilor, technical support officer, PDoP deputy director, and NGO staff, were sampled and interviewed.

3.8 Procedure of Analyzing Data

After collection of the relevant secondary and primary data for the purpose of the study, the program software such as; Statistic Package for Social Science (SPSS) and Microsoft Excel were deployed and used to classify and/or group all relevant collected data. The data analysis was analyzed and interpreted in the forms of the qualitative and quantitative (index, average, percentage, bar chart, graph, and table) manners.

CHAPTER IV

GENERAL SITUATION OF OU TAVAU

AND STUENG KACH COMMUNES

CHAPTER IV

GENERAL SITUATION OF OU TAVAU AND STUENG KACH COMMUNES

This chapter briefly described the geographical areas of the study. It also outlined the information of the general situation of both sampled communes, the committees of the second mandate commune councils, the law on commune administrative management including the institutional frameworks and mechanisms, and the application of the good governance in communes as well as the funding sources and development partners.

4.1 Brief Profile of Pailin Province

Pailin is one of the 25 provinces/capital of Cambodia (ranking as the 24th province), located to the west of Phnom Penh Capital along National Highway No. 57, which links Battambang to Pailin Province, with a distance of 84 km. The distance is about 371 km from Pailin Province to Phnom Penh. Its borders connect with Battambang Province in the east and with Thailand in the west. Pailin has a total of 1,062 square meters. 439 square meters were the cultivated agricultural land areas, the 501 square meters for the conservation areas, the 158 square meters for settlement/housing plots and others belonged to the forests and mountain areas. Pailin is divided into a city (namely Pailin municipality) with 4 sangkats and 36 villages and a

district (namely Salakrau district) with 4 communes and 43 villages. The population of Pailin Province had a total of 63,935 people, with a total of 14,084 households, of which 1,261 people were female-headed households, (NCDD/CBD, 2010). The poverty rate of people living in Pailin Province was 27.53 % (DoP/CDB, 2010).

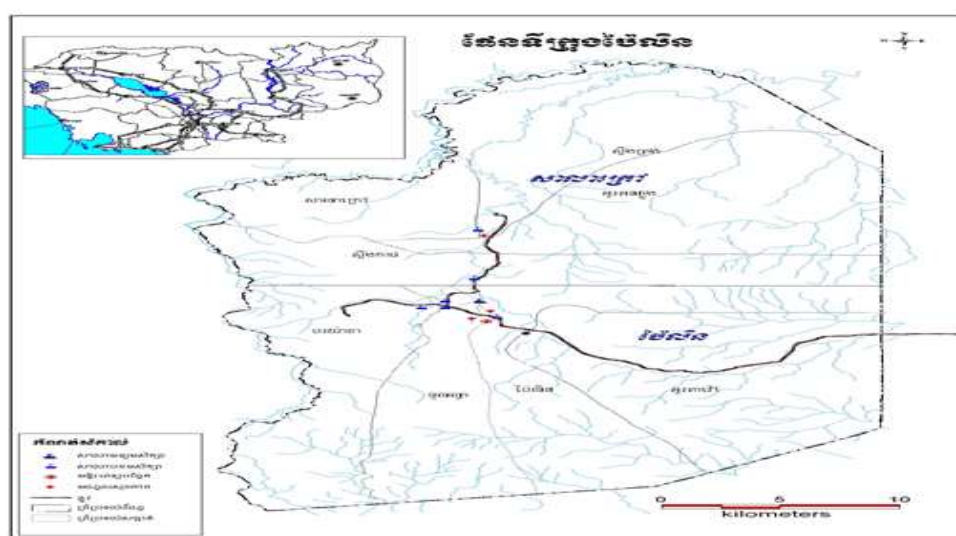
Table 4.1: Cultivated agricultural land areas

Description	Unit	2008	2009	2010
Cultivated Land for dry-season	Ha	1,282.0	3,132.00	3,132.00
Cultivated land for rainy season	Ha	4,138.00	4,508.00	2,608.00
Areas of Land for corn planting	Ha	15,496.00	37,703.00	22,552.00
Areas of Land for cassava	Ha	7,076.00	7,691.00	11,998.00

Source: DoP/CDB, 2010

Pailin Province has been known as the highland areas with surrounding of mountains, and rice cultivated land areas. The 439 square meters for cultivated agricultural land areas included such rice cultivation in dry-season (3,132 square km), rice cultivations in rainy-season (2,608 square km), corn growing (22,553 square km), and cassava planting (11,998 square km), and others cash crops including fruit trees; longan, and rambutan (DoP/CDB, 2010). Below is an administration map of Pailin province (Previously, Pailin was called as Krong Pailin).

Map 4.1: Map of Pailin Province



Source: NCDD/DDB, 2009

4.2 Ou Tavau and Stueng Kach Communes

4.2.1 Brief Profile of District/Municipality

a) Pailin Municipality

Pailin municipality is situated in the highland area among small and big streams that stream down from the mountains. It is bordered by the Bor Yakar, Ou Tavau commune, and Ou Char River. Pailin municipality is located in Sangkat Pailin and bordered to the east and connected to the Ratanak Modul district of Battambang Province. To the west is the Thai border, to the south is the Samlot district of Battambang, and to the north is the Stueng Kach commune of Salakrau district. Pailin municipality is divided into four Sangkats (as referred to commune) and comprised of 36 villages, and had a total population of 33,213 people, of which 16,731 are female. Pailin

municipality has a total of 58, 679 square km (equals to 54,000 Ha), of which 12,380 Ha was the rice cultivated land areas and 10,510 Ha for housing plots or settlements. The people of Pailin municipality made their living as sellers, farmers (corn, groundnut, sesame, and rice planting), and civil servants. 58.81 percent of people were farmers, who mainly relied on agricultural sectors. In addition to this agricultural sector, it has been seen that the health, education, commerce, industry sectors were also fundamental for the development of the employment opportunities for local people, (NCDD/DDB, 2009).

Map: 4.2: Map of Pailin Municipality



Source: NCDD/DDB, 2009

b) Salakrau District

Salakrau district is situated along the National Highway No. 57 where it connects with Pailin municipality at the border of Thailand, other parts connect to the border of Kamrieng district of Battambang Province. Its

border to the west is the Thai border, to the north is Kamrieng and Bavel districts, and in the east, it connects with the Rattanak modul district of Battambang Province. Salakrau district had a total area of 47,560 square meters (equals 47,559 Ha), of which the 30,353 Ha were the areas for forests, 11, 572 Ha for the areas of crops planting, 1,137 Ha for housing plot/settlements, and the rest was 4,497 Ha, (NCDD/DDB, 2009). Salakrau district is divided into four communes, with a total of 43 villages. It had a total population of 31,722 people, of which 15,209 people were females, and the total number of households was 6,951. On average, there were 4.56 people per household. For the education sector, the 22.51 percent of the total population living in this district was illiterate, (PDoP/DDB, 2011). The 76.2 percent of the population made their daily living by relying on the agriculture sector. Their main crops are rice, corn, groundnuts, and cassava (DDB Salakrau, 2009).

Map 4.3: Map of Salakrau district



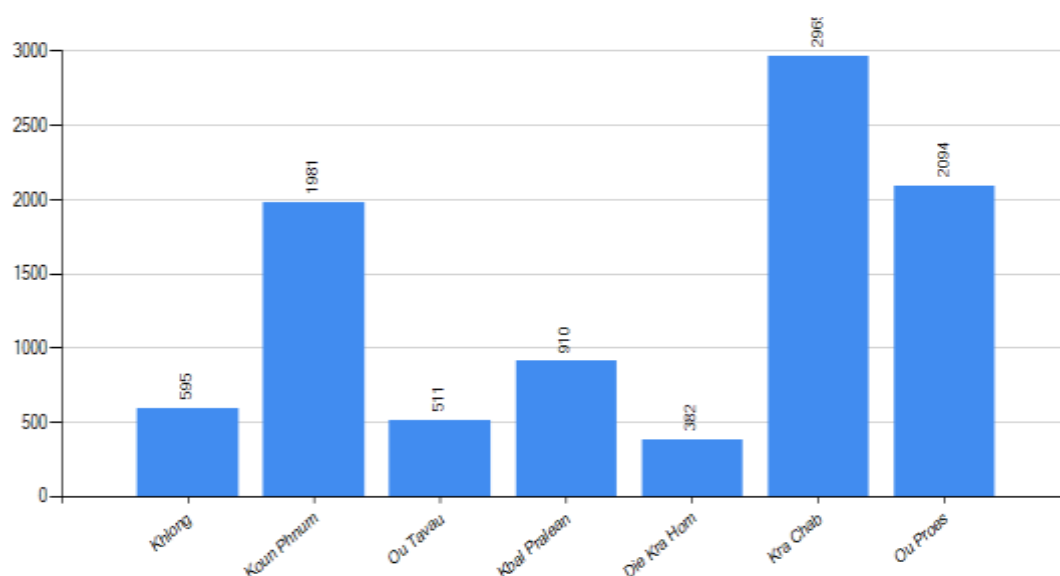
Source: NCDD/DDB, 2009

4.2.2 General situations of Both Communes

a) Ou Tavau Commune

Ou Tavau is located about 7.86 km far away from the municipal center of Pailin Province. The distance is about 7.07 km from Ou Tavau commune to Pailin provincial hall and it could be reached by National Highway №. 57. Otavau is situated in Pailin municipality of Pailin Province, with a total population of 9,438, of which 4,451 were female. There were a total of 2,160 households, of which 200 were female- headed households (DoP, 2010).

Figure: 4.1: Distributing the number of population by village of Ou Tavau commune



Source: DoP/CDB, 2010

There have been 7 villages which were ranked as rural settlements in the high/lowlands, the cultivated agricultural land areas, and the cropping areas under the administrative boundary of Ou Tavau commune. The region had experienced rapid population growth at 7.6 percent annually (MoP/CDB, 2010). The vast majority (89.58 percent) of total villagers involved in agricultural cultivations as their main economic activity, while the rest engaged with non-farm and off-farm activities, such as workers in other countries, seasonal migrants, and retailers. There were two small-sized rice mills for local rice processing and small-sized food shops for food, groceries, and drinks (MoP/CDB, 2009). The table below showed the cultivated agricultural land areas.

Table: 4.2 Production of other crops over 2 years

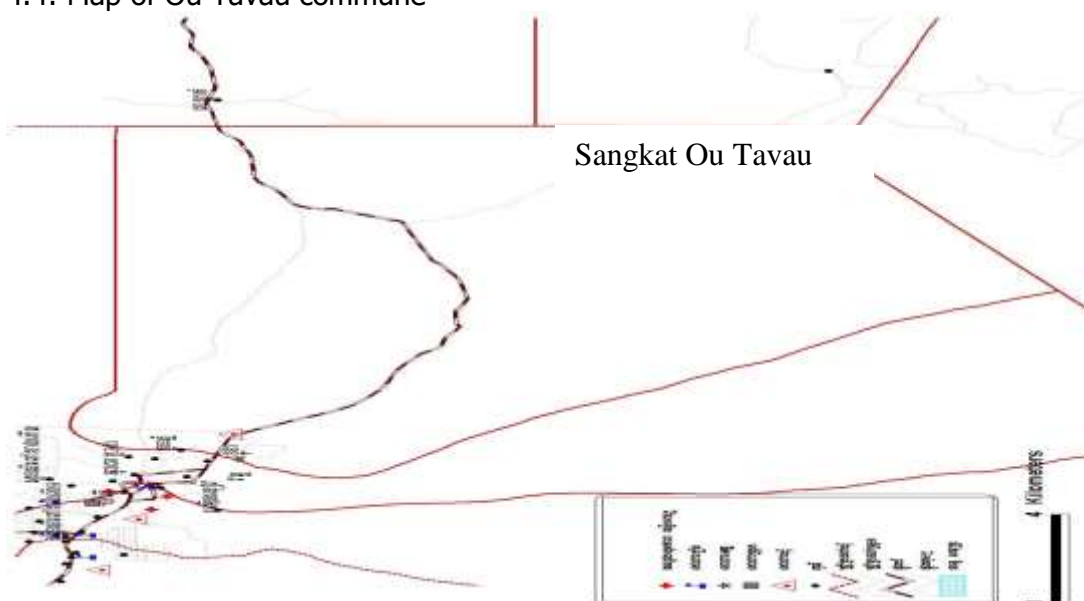
Description	2008	2009
Corn cultivation area	3,950.0 ha	3,950.0 ha
Corn Yield (est.)	4.0 tons/ha	3.5 tons/ha
Corn Production (est.)	15,800.0 tons	13,825.0 tons
Soya bean Yield (est.)	tons/ha	1.5 tons/ha
Soya bean Production (est.)	tons	30.0 tons
Mungbean cultivation area	126.0 ha	32.0 ha
Mungbean Yield (est.)	0.5 tons/ha	1.2 tons/ha
Mungbean Production (est.)	63.0 tons	38.4 tons
Cassava cultivation area	918.0 ha	150.0 ha
Cassava Yield (est.)	40.0 tons/ha	35.0 tons/ha
Cassava Production (est.)	36,720.0 tons	5,250.0 tons
Sesame cultivation area	231.0 ha	70.0 ha
Sesame Yield (est.)	0.5 tons/ha	0.5 tons/ha
Sesame Production (est.)	115.5 tons	31.5 tons

Source: MoP/CDB, 2010.

According to the project implementation database (PID) of the Ou Tavau commune in the last three years (2009-2011), it had total road length of 6, 507 km for transporting the agricultural products to the markets either

Pailin Province or Battambang Province. Ou Tavau commune had a total 13 primary schools, which consisted of 62 classrooms. They covered almost the whole commune, and two community pre-schools with 3 classes also existed. The average distance from the center of the commune to the primary schools was around 1.03 km.

4.4: Map of Ou Tavau commune

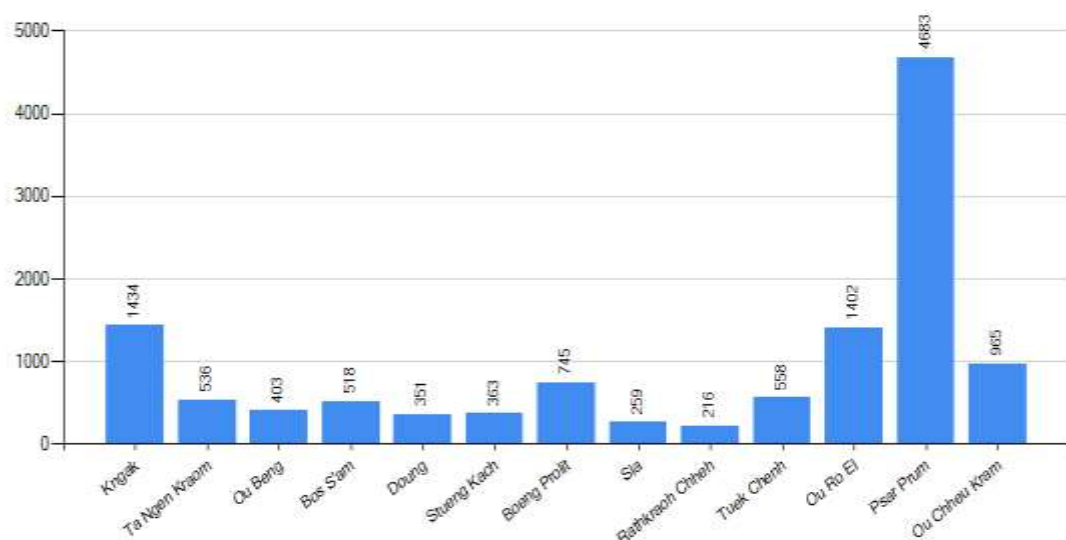


Source: PDoP, 2010

b) Stueng Kach Commune

Stueng Kach commune is located about 10.31 Km far from the Salakrau district center. The distance is about 9.69 Km from Stueng Kach commune to Pailin provincial hall and it is reached through National Road №. 57. Stueng Kach is situated in Salakrau district of Pailin Province, with a total population of 12,433, with total 2,861 households, of which 313 were the female-headed households (DoP, 2010).

Figure:4.2: Distributing number of population by village of Stueng Kach commune.



There have been 13 villages which were ranked as rural settlements in the high/lowlands, the rice cultivated areas, and the cropping fields under the administrative boundary of Stueng Kach commune. The population growth was about 1.5 percent annually (MoP/CDB, 2010). More than half of the total villagers (61.55 percent) were involved in agricultural cultivation as their major economic activity, while the rest engaged in non-farm and off-farm activities. There were 12 micro/small businesses (hairdresser, phone service, massage, and Karaoke) and small food shops (Food, groceries, and drink shops), located in the commune, (MoP/CDB, 2009). The table below shows the cultivated agricultural land areas.

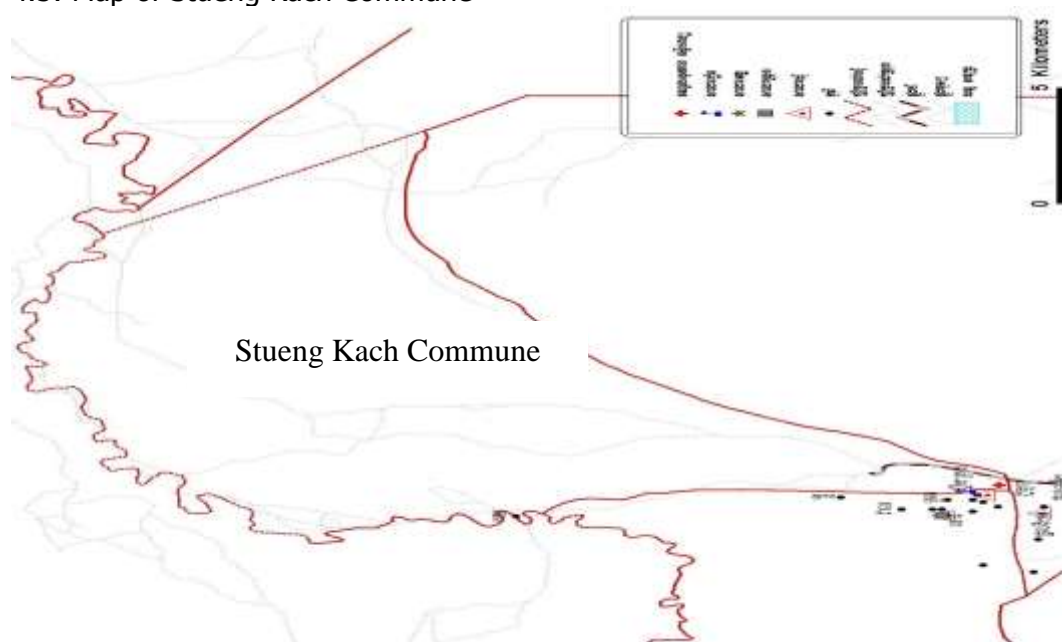
Table: 4.3 Production of other crops over 2 years

Description	2008	2009
Corn cultivation area	6,125.0 ha	6,045.0 ha
Corn Yield (est.)	7.0 tons/ha	7.0 tons/ha
Corn Production (est.)	42,875.0 tons	42,315.0 tons
Cassava cultivation area	3,212.0 ha	3,287.0 ha
Cassava Yield (est.)	45.0 tons/ha	45.0 tons/ha
Cassava Production (est.)	144,540.0 tons	147,915.0 tons

Source: MoP/CDB, 2010.

Within the project implementation database (PID) of Stueng Kach commune in the last three years (2009-2011), it had a total road length of 50, 747 Km for the transportation of the agricultural products to either market areas in Pailin nor Battambang Provinces. The eastern border of this commune is close to the Thai border. Stueng Kach had four primary schools, which consisted of 30 rooms with 39 classes, and four community pre-schools which consisted of three rooms with three classes. The average distance from the central commune to primary school is around 1.53 km.

4.5: Map of Stueng Kach Commune



Source: PDoP, 2010

c) Administrative Management of Both Communes

The Law on Administrative Management of Commune-Sangkat was adopted by the National Assembly on the 12th of January 2001 at its 5th plenary session of the 2nd legislature, and entirely adopted by the Senate on its form

and legal concepts on the 1st February, 2001 at its fourth plenary session of the first legislature., It was declared constitutional by the Constitutional Council to be consistent with the constitution by decision No. 041/003/2001/CC of February 28th, 2001 with the following provision. Commune administration shall be administered by the commune-sangkat Council (RGC/MoI, 2001).

The commune-sangkat council shall have a presiding councilor of the commune-sangkat council. The presiding councilor of the commune-sangkat council is the commune-sangkat chief.

A commune chief (Mekhum) shall have two assistants:

- A First Deputy Chief (Chomtop Ti-muey)
- A Second Deputy Chief (Chomtop Ti-pee).

A sangkat chief shall have two assistants:

- A First Deputy Chief (Chao-Sangkat Rong Ti-muey)
- A Second Deputy Chief. (Chao-Sangkat Rong Ti-pee).

A commune-sangkat administration has the duties to promote and support good governance by managing and using existing resources in a sustainable manner to meet the basic needs of its commune-sangkat, serving the common interests of the citizens and respecting national interests in conformity with the general policy of the state, (MoI, 2001)

d) Commune-Sangkat Committees

The commune-sangkat chief is entitled to appoint various committees to give advice and to assist in various affairs as necessary. There are several committees of commune-sangkat that assist or advise the councilors as follows:

1. C/S Planning and Budgeting Committee (PBC)

The **PBC** is established to support the commune development planning and budget preparation. The PBC plays a crucial role in monitoring and evaluation, because every year the council must review and update its development plan. "Review" of the development plan means that there must be monitoring and evaluation of how the development plan is being implemented.

2. C/S Project Management Committee (PMC)

The PMC is established to manage and monitor the work during the implementation phase. It must also organize one or more meetings to obtain feedback from the villages about the quality of the road construction work when it is finished, before the final payment is made. The PMC is composed of at least one person from every village in the commune-sangkat where the infrastructure project site is situated.

3. C/S Procurement Committee

The committee is established with composition of a C/S councilor, the deputy commune-sangkat chief, and a female member of the commune-sangkat

council. It is aimed at overseeing the bidding process of C/S infrastructure projects.

4. C/S Technical Facilitation Committee

The committee is composed of the C/S infrastructure technical officer, councilor, C/S clerk, local administration unit chief and relevant advisors. It aims to follow up and evaluate the quality of road construction and/or rehabilitation, and it also addresses relevant matters of quality of road projects.

5. C/S Committee for Women and Children (CWCC)

The Commune-Sangkat Committee for Women and Children has the following composition: C/S Chief, Second Deputy-Chief of C/S, C/S Focal Point for Women and Children, C/S Clerk, Chief or Deputy C/S Police, Director of school or a Representative, Director of Health Centre or a Representative, and Village Chief or Deputy from all villages. It is established to coordinate and deal with the women's and children's issues with its jurisdiction within commune-sangkat.

The above committees may either have one of the Commune-Sangkat councilors as the chairman or any citizen who is entitled to vote in the commune-sangkat rather than a councilor as the chairman. In addition to their own function, those committees could also play crucial roles in and contribute to the implementation of C/S funded road projects.

4.3 Institutional Framework and Mechanism of Local Good Governance in Communes

4.3.1 Policies and Development Strategies to Support Local Good Governance

In each mandate of the Royal Government of Cambodia, several policies, development strategies and plans were adopted which outlined the commitments for national development. Local development and local governance were also highlighted hereunder.

4.3.1.1 Rectangular Strategy of RGC

a) Fighting Corruption

The Rectangular Strategy aims to take concrete actions to tackle the root causes and/or causes of corruption through promulgation of combating corruption laws. This is important as recently there have not been enough tools, which means regulations and codes of conduct are insufficient. This includes the resources to substantially prevent and fight corruption. Moreover, RGC also promoted transparency, accountability and effectiveness of public finance management, particularly by strengthening the audit processes and procurement of public goods and services. Not only vertical governance reform, but also horizontal, cross and multi sector, reform of governance through a wide range of participation from governmental line ministries and institutions, development partners and civil society organizations. These can be done through the governance

action plan (RGC, 2008).

b) Public Administrative Reforms

To achieve sustainable development, strengthening institutional capacity has been regarded as vital. Reforms to the administrative system and the civil service must be accomplished through neutral, professional, transparent, and responsible ethics. Reforms were applied at either local or higher level of service delivery to the grassroots people. In this respect, public service delivery to people with quality and effectiveness can be achieved within through four priority areas. These are (i) services related to the sovereignty of the state (including vital records, permits, and land registration titles), (ii) services related to investments, (iii) basic services, especially education and health, and (iii) services related to the collection of revenues collection and expenditure of the state. To some extents, the land title registration through CCs system, and addressing the local needs of communities involved, not only small-scale road infrastructure but also basic health and education through school construction and raising awareness on primary health to villagers (Ibid, 2008).

Administrative reform was known through decentralization and de-concentration implementation at the commune level. This moves the public administration closer to grassroots and transfers authority from higher to the lower level. It also defines and assigns clear roles, responsibilities, and powers of several entities of government at the provincial, municipal, district/Khan and commune levels.

c) Governance Action Plan

As a part of the rectangular strategies of the Royal Government of Cambodia, a separate governance action plan was also developed in order to address governance reform from national to the lowest, commune level. Public administration reforms, de-concentration, and decentralization were a crucial component of this framework for governance reform. RGC has committed, within the short-term, to complete studies, coordinate discourse on local governance topics, to develop a policy framework with absolute stakeholder consultation, and to conduct needs assessments for effective CCs service delivery. Furthermore, within the medium term, RGC has committed to implement the adopted laws and develop managerial and human resources of the elected CCs (GAP I-II and RGC, 2001).

4.3.1.2 National Development Plan 2006-2010

In alignment with the rectangular strategy, good governance has been a concern of the national development plan 2006-2010 of RGC and it addresses the enhancement of full participatory governance system at local level. This has been seen in terms of commune council's election in 2002 in order to improve quality of services delivery. There were several achievements; not only local democratic governance strengthening, but also poverty alleviation and capacity building at the lowest tier of government. There has been a sharpening and deepening of local

governance by inspiring participation in decision-making and implementation of development at a grass-root level (RGC, 2006).

In this view, the national development plan translated the development strategy of RGC, not only focusing on the national tier but also inspiring LGG through participatory processes in decision-making and development implementation. Therefore it has been seen at the commune level through participatory planning and the implementation of the local development projects of the commune-sangkat administration.

4.3.1.3 Strategic Framework for Decentralization and De-concentration Reforms

This strategic framework is derived from the Royal Government of Cambodia's rectangular strategic first phase, in which de-concentration and decentralization are a crucial component to achieve good governance. It is a policy document of Royal Government of Cambodia that defines the vision and basic principles to guide governance reform from sub-national (provincial, municipal, and district) to decentralized levels (commune) for effective management systems at provincial/municipal, district and commune levels. The policy existed two strategic goals; to i) preliterature and strengthen local democracy, and ii) promote local development and eradicate poverty. These goals are fundamental to achieving democratic governance in Cambodia. They can be achieved based on vital principles that consist of democratic representation by expanding powers, duties, responsibilities and resources from sub-national to local level; participation

of all tiers of people by ensuring participation of people, particularly vulnerable groups and indigenous minorities, in decision making at all tiers of government by strengthening accountability at all levels of administration; effectiveness by bringing the services closer to grassroots through citizens' participation in planning and monitoring to meet their needs and priorities (RGC/MoI, 2005). Thus, the stated principles represent governance concepts assigned to apply at all tiers, especially local level (commune) that has to be done in prior to the sub- national level.

4.3.1.4 Institutional Arrangements and Mechanisms for Local Good Governance

The institutional arrangements and mechanisms are to inspire and implement LGG in C/S Investment Fund either through direct or indirect aspects which ranged from national and sub-national to decentralized level. The mechanisms and institutional arrangements were categorized into three levels: national level, sub-national level (mostly recognized as de-concentration level), and decentralized level, the lowest tier of government (commune-sangkat). The legislatives, policies, and development strategies, as mentioned in section one of this chapter, were adopted in relation to local governance mainstreaming, and these were elaborated consequently, (Royal Decrees, Sub-Decrees, and Declarations).

a) Ministry of Interior (MoI)

The Ministry of Interior was established in 1996. It is composed of around 7 departments. Nevertheless, the Department of Local Administration (DOLA) was actively involved in local administrative reform, decentralization and de-concentration policy implementation. As it is linked with other provincial halls throughout the country under its administration, it played a very vital role in Local Good Governance application (Sokphea.Y, 2010). Department of Local Administration - Based on the declaration of the Ministry of Interior in 2002, the Department of Local Administration was established. It was composed of an office for the administration, monitoring, evaluation, and support of commune-sangkat as well as planning, statistics, and information, technical research, education and capacity building, and finance supporting. Their roles and responsibilities to support commune were highlighted in the declaration as follows (MoI, 2002). As briefed above, these are key important roles and duties of the department of local administration to enhance the application of Local Good Governance in general, especially the C/S level.

b) Ministry of Planning (MoP)

As prescribed in the Royal Decree of the Establishment of National Committee for Sub- National Democratic Development (NCDD), Ministry of Planning and its subsidiaries at either provincial or district level played a very important role in CDP/CIP. It ensured that CDP/CIP preparation in accordance with the inter-ministerial (Ministry of Interior and Planning)

declaration on CDP/CIP and manual. In addition, it also took a very important role in district integration. In this regard, Ministry of Planning indirectly mainstreamed the application of Local Good Governance in planning through facilitating and providing technical support to CCs to follow the regulations and rules in CDP/CIP, especially the manual which clearly defined steps and how grass root people can be involved in planning at commune level (MoI and MoP, 2007).

c) National Committee for Sub-National Democratic Development

Before 2007, the support of commune affairs was managed by National Committee to Support Commune (NCSC). By 2008, the National Committee for Management of D&D Reforms and its Project Support Team (NCDD/PST) was established, then it transited to or was replaced by Sub-National Democratic Development (NCDD) which was established by Royal Decree to lead and coordinate the execution of the Law on Administrative Management of Commune-Sangkat and Law on Administrative Management of Capital, Provinces, Municipalities, Districts, and Khans(Organic Law), decentralization and de-concentration, and reform policy. NCDD is eligible to establish NCDD secretariat, which several sub-committees under this were established as well, where its office is located in the MoI campus (MoI/NCDD, 2008).

4.3.1.5 Sub-national Administration Levels (SNA)

SNA level has been referred to the Capital, Provinces, Municipalities,

Districts and Khans which has been defined by Organic Law in order to promote sustainable democratic development through the decentralization and de-concentration policy in Cambodia. Democratic development, as defined by the Organic Law, consists of local autonomy, public representation, responsiveness and accountability, consultation and participation, promotion of equity, transparency and integrity, and the measuring of fighting corruption and abuse of power (Law on Administrative Management of Capital, Provinces, Municipalities, Khans, 2008). Hence, sub-national level, capital provincial, municipal, district and khan councils were elected in 2008 by CCs as representatives, these elected councils, either at provincial level nor at district level, served to mentor and coach better governance at the commune level.

a) Provincial/Municipal Local Administration Unit

Under the administrative management of Ministry of Interior, the provincial hall established a local administrative unit by the declaration of Ministry of Interior (MoI, 2004). The Local administrative unit is divided into three important offices. These offices included the office of administration, monitoring, evaluation and intervention, office of planning, statistics and finance, and office of training, education, capacity building and information. Each office has similar structure to the department of local administration at the national level, and the roles and responsibilities of each office are to support and improve the local development and administrative affairs of CCs. Moreover, these offices,

working in alignment with Provincial Rural Development Committee and its Execution Committee (PRDC's Ex-com) which was established and restructured by the declaration of Ministry of Interior in 2002 and 2008 respectively.

b) Provincial Rural Development Committee/Execution Committee

Under the provincial hall structure and in alignment with the provincial unit of local administration, Provincial Rural Development Committee and Execution Committee (so called PRDC's Ex-com) working as the representative and under the structure of National Committee for Sub-National Democratic Development (NCDD).

Provincial Rural Development Committee (PRDC) was established in order to manage development affairs within province and municipality as well as commune-sangkat. It was established in composition of provincial governor as a chairperson, and one or two deputy provincial governors as deputy, provincial and municipality director of all sectors or provincial line departments as member, and all districts or Khan governor of all districts and khan as a member. The important roles of this committee are to oversee the district, provincial development and investment plans, and budget plan in accordance to the criteria of NCDD. It is designed to facilitate and support the implementation of decentralization and de-concentration policy of NCDD, also to mainstream gender strategies, natural resources and environment in development plan in order to assist daily work of PRDC and it is authorized to establish Execution Committee,

(MoI, 2008).

- **Provincial Facilitator Team (PFT)**

Under the supervision of local administrative unit, the provincial facilitator team was recruited in order to assist and provide technical support to CCs and as the bridge for communication between CCs and local administrative units of the provincial hall, and other institutions; especially PRDC's Ex-com and line departments at either the national or local level. It also played a very vital role to implement the law on administrative management of CCs and provided capacity building to CCs in general aspects related to the local development or administrative affairs.

c) District and Municipal Councils

At the district level, recently district councils were elected by CCs to serve as a major role to assist commune council and to sustain and promote democratic development within the district. As provided in a special provision in the law on administrative management of capital, province, municipality, district and khan, district/khan council are obliged to assist CCs to promote and ensure democratic development, and get work together in order to ensure public participation in governance process within the district, commune, and figure out and respond to requests from CCs and needs within the district (Article 96-97).

In this regard, it already defined the linkage between the CCs and district/khan councils in development of sub-national level or local

development at commune level through supporting democratic development. On the other hand, as the law has just been adopted, the practical results were not likely to be found and reported.

- **District Facilitator Team (DFT)**

As the assistant to district governor to monitor and evaluate commune council's performance through coaching and mentoring approaches, District Facilitator Team (DFT) played a very important role in preparing the commune investment program, especially from the project feasibility study phase to project implementation and evaluation phase. It is also involved in the financial management system of CCs either in general or in a specific way on commune-sangkat development projects.

4.3.1.6 Decentralized Levels

a) Commune Focal Point

Based on the declaration of the Ministry of Interior (2003), commune focal point persons (both males and females) were recruited by CCs in order to ensure that the implementation of commune work is transparent, effective and highly responsible by monitoring and evaluation of important project activities within C/S. The declaration stressed that commune focal point persons have to be proposed by budgeting and planning committee by unanimous vote. Among other important roles, commune focal persons get involved with the organization of training on monitoring and evaluation to councilors and members of PBC, provided by either government or NGOs, and participated in monitoring project

implementation of commune fund projects and encouraged enough participation from both males and female in this regard. Therefore, it is a part to support governance at commune level through commune focal person.

4.3.2 Existing Legislatives to Support LGG Application in communes

The synthesis ranged from the existing laws, royal-decrees, sub-decrees, declarations, and other manuals and guidelines to support local good governance.

a) Laws

There are two levels of laws, which were adopted in order to support de-concentration and decentralization policy in Cambodia. The first, the law on administrative management of commune, was adopted in 2001. The second is the law on administrative management of the capital, provinces, municipalities, districts and khans, so called Organic Law. These laws were in compliance with law on the election of sub-national council and commune council. The law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans was adopted in 2008 in order to define administrative management of capital, provinces, municipal and district/Khans, and to inspire sustainable democratic development based on decentralization and de-concentration policy (Article 1 and 2). To achieve this, sub-national councils, who were elected by CCs, and based on the sub-national council's election law, were charged with formulating

a development plan which included a vision, goals, and objectives under its jurisdiction. Furthermore, the councils' development plan was required to ensure transparency and accountability to all citizens under its jurisdiction (Law on Administrative Management of the Capital, Provinces, Municipalities, Districts, and Khans, 2008). However, this was just recently adopted and practical activities have not been significant so far, apart from some pilot projects. This would help CCs to counter other inter-commune problem and development issues which can be solved, thus sub-national councils (provincial and district level) would address the local governance issue of CCs by solving the above issues.

b) Royal Decrees

There are several royal decrees related to administrative management of the sub-national levels, yet another royal decree was issued for the management and implementation of de-concentration and decentralization policy, namely the royal decree on the establishment of the national committee for sub-national democratic development, so-called NCDD. The royal decree prescribes NCDD and its secretariat to oversee and implement the law on administrative management of Capital, Provinces, Municipalities, Districts and Khans and the law on administrative management of commune according to decentralization and de-concentration policy (Royal Decree on Establishment of National Committee for Sub- National Democratic Development, 2008). In this

regard, it plays an imperative role in facilitating democratic development, which is fundamental to good governance, from sub- national to the decentralized level.

c) Sub-Decrees

There were several sub-decrees which were issued in addition to the laws, both on the administrative management of commune-sangkat, and the administrative management of capital, province and municipality, district and khan, even so there were around 4 sub-decrees which directly and indirectly supported the LGG at either commune or sub-national level.

1. Sub-Decree establishment and functioning of the secretariat of the National Committee for Democratic Development at Sub-national Level (RGC/MoI, 2009),
2. Sub-decree on decentralization of powers, role, and duties to CCs (RGC/MoI, 2002),
3. Sub-decree on the establishment of the commune investment fund (RGC/MoI, 2002),
4. Sub-decree on C/S financial management system (RGC/MoI, 2002).

d) Declarations

To explain more intensively these laws, royal decrees and sub-decrees, several declarations were made by involved ministries, especially the ministry of planning, interior, economics and finance. Those declarations prescribed the roles, duties and how each institution works with CCs either

in a broad concept of governance or in a specific one.

- Declaration on roles, duties and structure of the department of local administration (MoI, 2002).
- Declaration on the organization, and functioning of provincial, municipal local administration units (MoI, 2004).
- Declaration on transferring of authority to the sub-national governors to support commune council (MoI, 2002).
- Inter-ministerial declaration on CDPs (MoI and MoP, 2007).
- Declaration on duties and rights of commune secretary (MoI, 2001).
- Declaration on reorganization of structure, roles and responsibilities of the provincial/municipal rural development committee and executive committee (PRDC's Excom) (MoI, 2008).
- Declaration on commune procurement (MoEF, 2005).

e) Manuals and Guidelines

Several guidelines and manuals have been developed for CCs to apply. However, a huge amount of the commune investment fund was allocated to local development category and many guidelines and manuals were developed to serve this purpose.

- Hip pocket good governance for commune council (MoI, 2005).
- Technical guidelines/manual on CDPs and CIP (MoI and MoP, 2007).
- Manual on C/S Project Implement Manual (NCDD, 2009).
- Monitoring and Evaluation Manual on C/S Development Project

- Administrative and Financial Manual
- Reporting guideline

These guidelines and manuals mentioned are very important for supporting the implementation of commune-sangkat investment fund, especially the small scale infrastructure project within commune-sangkat jurisdiction.

4.4 Funding Sources and Development Agencies (donors & NGOs)

As development partners have been regarded by RGC as the imperative partners to achieve its development goals, especially good governance, which is in the cornerstone of RGC development strategy, many development agencies were funded in terms of grant and loan in this regard.

A package of budget through NCDD is part of LGG strengthening and implementing de-concentration and decentralization policy. There were around 8 development agencies and international development organizations working toward governance strengthening at the decentralized level in several aspects including (CS, 2010).

1. The World Bank (WB) provided loan and other grant for LGG and Rural Investment and Local Governance to CS Investment Fund through NCDD including RGC's contributions.
2. Department for International Development (DFID) provided grant for local governance, and decentralization to NCDD, and other local

and international NGOs for local administration reform in Cambodia.

3. European Commission (EU): Small grant for small scale infrastructure development in some provinces of Cambodia in line with NCDD program and UNDP
4. Japan International Development Agency (JICA) developed a development project related to law enforcement for sub-national development and decentralization in Cambodia.
5. The Swedish Agency for International Development Cooperation (SIDA) contributed fund to support PSDD to reduce poverty in Cambodia through support to District Initiative Project.
6. International Fund for Agriculture Development (IFAD) funded NCDD's CDPs to improve agricultural products and agricultural infrastructures and Agricultural Development in Mined affected Areas of Cambodia (ADMAC).
7. The United Nations Children's Fund (UNICEF) funded NCDD's commune funds to address the issues (infrastructure) related to women and children in CDPs.
8. United Nations Development Program (UNDP) mobilized funds and grant from other donors and international financial institution to strengthen democratic development at national, sub national and local government, as well as other technical support in decentralization and de-concentration.

These local and international NGOs designed different approaches to enhance the governance of CCs in different regions. Some of them were focusing on research, capacity building, mentoring and coaching, while the others were focusing on financing local development of CCs, networking, exposure visit, and on the job training and general affairs of CCs services through local development activities advocacy or voice up grass roots for better governance, (Sokphea.Y, 2010)

CHAPTER V

DATA ANALYSIS AND DISCUSSION

OF FINDINGS

CHAPTER V

DATA ANALYSIS AND DISCUSSION OF FINDINGS

The data analysis and discussion of the entire findings of the research study were made in this chapter. The chapter was divided into five main sections: i) a brief profile and information of the surveyed respondents, ii) 5-year achievements of the second mandate commune councils, iii) the application of the good governance into the commune investment fund, iv) the benefits and impact of C/S funded road projects, and v) level of satisfaction with and the value indexes of the good governance application. The details of five sections were descriptively explained including the presentation of tables, charts, and bar graphs.

5.1 Brief Profile and Information of Respondents

5.1.1 Brief Profile of Respondents

The field data collection of the research study was conducted in Ou Tavau and Stueng Kach communes of Pailin Province, Cambodia. As the results, there were a total of 100 respondents sampled and surveyed in which 46 respondents were females and in order to gather the primary and secondary data, of those whom were 14 respondents as commune council members from both communes, 80 village respondents as farmers from six villages, 1 district board of governors, 1 district councilor, 1 provincial advisor, 1 NGO staff, 1 C/S technical support officer, and 1 PDoP deputy director.

Table 5.1: Occupation Group of Surveyed Respondents

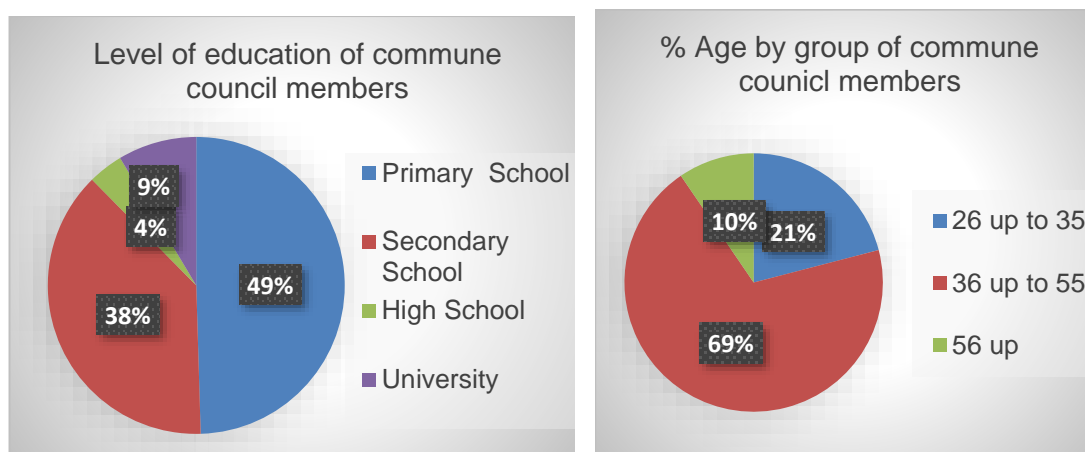
No	Description of Occupation	# of Respondents	Percentage (%)
1	Farmers	80	80.00
2	C/S Council member	14	14.00
3	District Board of Governor	1	1.00
4	District Councilor	1	1.00
5	C/S Technical Support Officer	1	1.00
6	Provincial Advisor	1	1.00
7	Deputy director of PDoP	1	1.00
8	NGO staff	1	1.00
Total		100	100.00

Source: Own survey, 2015

A) Profile of Commune Council Members

Based on the structured questionnaires # 1, 14 commune council members of both communes were interviewed, of which 2 surveyed respondents were females. As figure 5.1 presented, the study observed that almost half of total respondents (49 percent) graduated from the primary schools, while only 9 percent graduated from university. Furthermore, more than half of total respondents (69 percent) were between 36 and 55 year-old and the other 21 percent were between 26 and 35 year-old.

Figure 5.1: Level of education and age by group of commune councils (n=14)

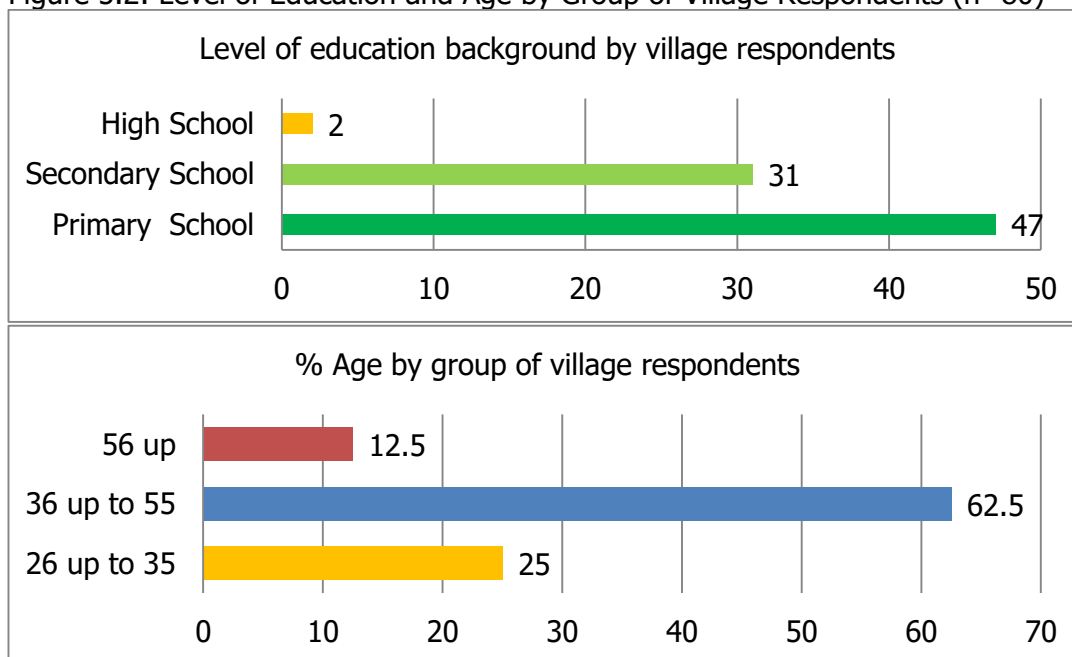


Source: Own survey, 2015

B) Profile of Village Respondents

Based on the semi-structured questionnaire # 2, 80 village respondents of both communes were interviewed, of which 41 surveyed respondents were females. As figure 5.2 presented, the study observed that more than half of total respondents (58.80 percent) completed the primary schools and followed 38.80 percent studied Secondary School while only 2.50 percent graduated from high school. Furthermore, the majority of total respondents (62.50 percent) were between 36 and 55 year-old and the other 25 percent were between 26 and 35 year-old, and the rest was up to 56-year-old.

Figure 5.2: Level of Education and Age by Group of Village Respondents (n=80)



Source: Own survey, 2015

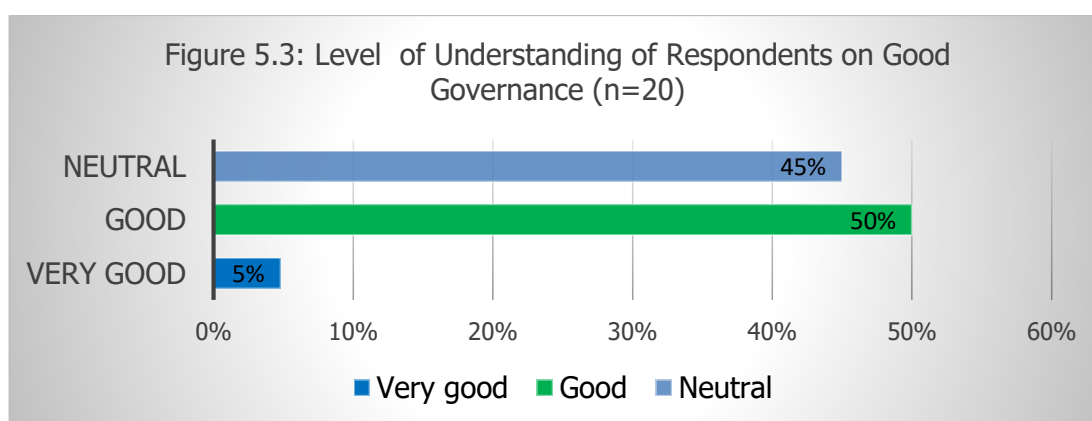
5.1.2 Level of Understanding of Respondents on Good Governance

The finding of table 5.2 indicated that more than half of total respondents (52 percent) rated as good to the good governance, followed by 44 percent as neutral while only 4 percent replied that it was very good. Based on the

finding, it was concluded that the most of sub-national administration staffs working at the commune, district, and provincial administration offices better understood of good governance components.

Table 5.2: Level of Understanding of Respondents on Good Governance

No	Options	# of Respondents	Percentage (%)
1	Very good	1	5.00
2	Good	10	50.00
3	Neutral	9	45.00
4	Poor	0	0.00
5	Very poor	0	0.00
Total		20	100.00



Source: Own survey, 2015

Table 5.3: Index of Understanding of Respondents on Good Governance (n=20)

Description	Values				Total	Index
	1	2	3	4		
Good governance	0	9	11	1	20	2.60

Source: Own survey, 2015

The finding of table 5.3 presented that the understanding level of the total respondents on good governance, were rated as above natural (2.60 against set value scale). It meant that more than half of total respondents understood of the good governance. Hence, it was concluded the level of

understanding of the sub-national administration staffs representing the provincial, district, and commune levels was moderately satisfactory.

5.2 5-Year Achievements of the Second Mandate Commune Council 2007-2011

5.2.1 C/S Administration Management

a) C/S Monthly Meetings

The table 5.4 showed that the second mandate commune council of Stueng Kach commune organized its ordinary monthly meetings for total 56 times and Ou Tavau commune organized 55 monthly meetings for the periods of 2007-2011. The number of the monthly meetings of Ou Tavau commune council was less than Stueng Kach commune council. Therefore, it had a total of 111 commune monthly meetings of both communes within 2007-2011 periods. It was noted that monthly meetings of the second mandate commune council in 2007 took place in the middle of the year because this second mandate commune council took office, with effective date in the middle of year 2007.

Table 5.4: Total Number of Commune Monthly Meetings by Year

No	Description	Ou Tavau	Stueng Kach	Total
1	Meeting 2007	8	8	16
2	Meeting 2008	11	12	23
3	Meeting 2009	12	12	24
4	Meeting 2010	12	12	24
5	Meeting 2011	12	11	23
Total		55	56	111

Source: Own survey, 2015

In comparison to 5-year achievements of the second mandate commune councils, it was found that 92.5 percent of the total 120 commune monthly meetings were organized as per the yearly calendar. Hence, it was concluded that commune councils had adopted respectively the "*Law on Administrative Management of the Commune-Sangkat*" within the second mandate commune council.

b) C/S Documents Management

As shown in the table 5.5, the documents management of both commune administrations was done and recorded at commune hall. As a result, it found that 11 Deika (by-law), 14 decisions, and 4,804 in- and out letters of both communes, were filed and documented properly. Moreover, the relevant officers and commune council members had access to those documents easily.

Table 5.5: C/S Documents Management

No	Description	Ou Tavau	Stueng Kach	Total
1	Number of Deika	6	5	11
2	Number of decisions	11	3	14
3	Number of administrative letters (In and Out)	3,560	1,245	4,805

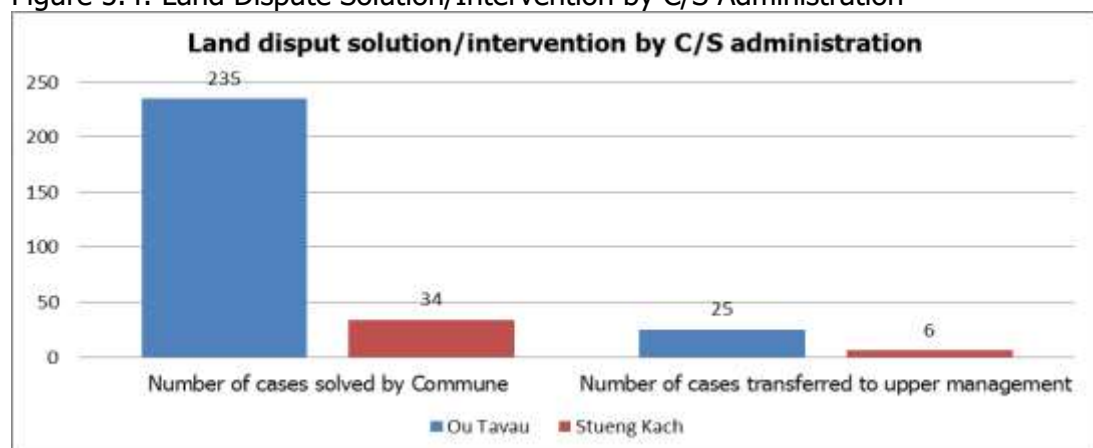
Source: Own survey, 2015

As the figure presented above, it was concluded the commune councils really performed their assigned obligational functions at commune administration level as stated in the framework of the "*Law on Administrative Management of the Commune-Sangkat*".

c) Land Dispute Solution and Coordination

In addition to the function performance assigned, some commune council members and councilors actively participated as the members of the non-formal dispute resolution committee in order to coordinate and intervene such problems which were addressed by the community within their respective commune, especially the land disputes. As shown in the figure 5.4, a total of 269 cases were compromised and worked out by this committee. Other remaining cases which were not under the authority of the committee were also transferred to the upper management level for further actions and interventions. As findings presented below, it was observed that the administration of Ou Tavau commune had its 235 cases coordinated and dealt with, and other 34 cases were coped with by Stueng Kach commune administration. Hence, it was concluded that commune councils actively participated in problem-solving and coordination of land disputes which were addressed by local citizen or communities within their respective commune.

Figure 5.4: Land Dispute Solution/Intervention by C/S Administration



Source: Own survey, 2015

5.2.2 Implementation of CDP & CIP

Every year, all commune council members played an important role in formulating the CIP in consistency with approved CDP technical guideline. During the CIP process, there was one main activity which entitled "District Integration Workshop (DIW)" was organized at end of each year by each district. All concerned stakeholders such as the provincial line departments, NGOs, and private sectors which has been working within the provincial, district, and commune jurisdictions, were invited to participate in the DIW events. The goal was to integrate the commune priority projects with priority projects of the provincial line departments and other NGOs working in the commune, and also provided possible supports to the commune priority projects. Then people who were representatives of each entity were invited and requested to sign the temporary agreements (TA). After completion of CIP process, the commune chiefs called for an ordinary meeting to review and finalize the drafted CIP and the final CIP then was submitted to commune councilor for approval and signature.

Table 5.6: Total Number of Projects Undertaken by C/S Administration

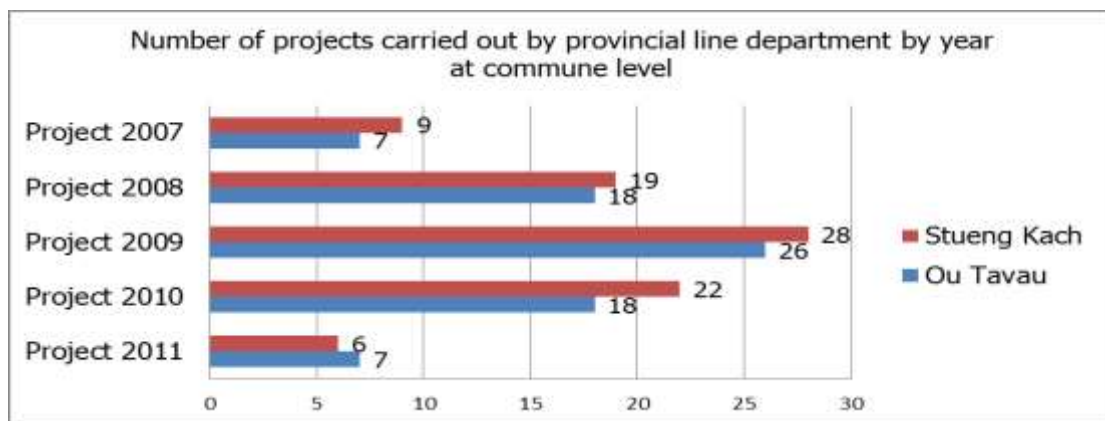
No	Description	Ou Tavau	Stueng Kach	Total
1	Project 2007	1	1	2
2	Project 2008	1	1	2
3	Project 2009	2	2	4
4	Project 2010	2	2	4
5	Project 2011	2	2	4
Total		8	8	16

Source: Own survey, 2015

According to the approved Commune Development Plan (CDP) and Commune Investment Program (CIP), the CDP/CIP definitely was carried out by the second mandate commune councils as shown in above table 5.6. Both commune councils had its C/S funded physical and non-physical infrastructure projects (16 projects) carried out in their respective commune. Regarding the year 2007 and 2008, it was found that only one project of each commune was undertaken. This was because during this second mandate commune council, the small amount of the commune budget was allocated from national level to the commune administration. Therefore, the commune councilors and budget and planning committee (BPC) continued reviewing and allocating the approved annual budget to both commune administration and development costs. So, the number of projects at the first two years and last three years by each commune were slightly different.

The provincial line department (PLD) staffs launched the commencement of the signed TA implementation in the communes after the approval of CIP by commune councilor at the beginning of each year. Then the execution of PLD's projects (TA) and the physical progress were reported to the commune chief. Figure 5.5 showed, a total of 160 projects were undertaken in both communes, of which 76 projects of PLD were implemented in Ou Tavau commune and 84 projects were carried out in Stueng Kach commune.

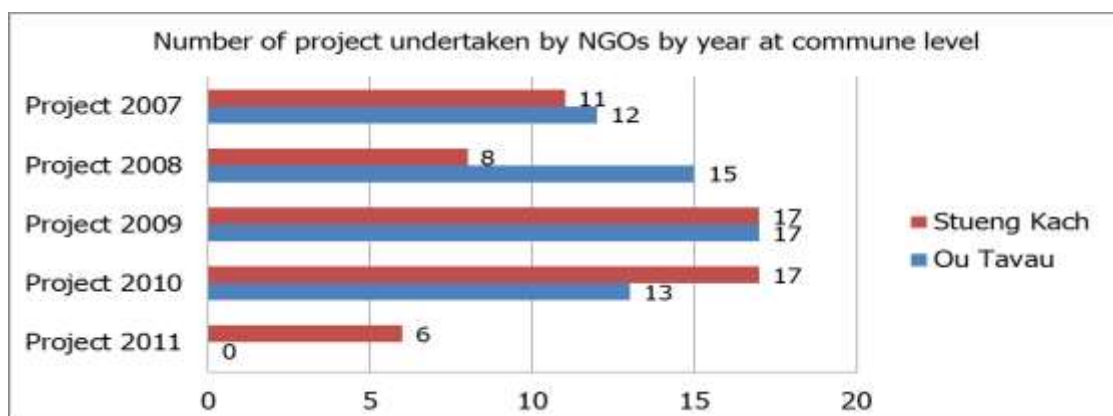
Figure 5.5: Number of Projects Undertaken by Provincial Line Departments by Year



Source: Own survey, 2015

As shown in the figure 5.6, the NGO staffs commenced the implementation of the signed TA within target communes after approval of CIP in early year. Every execution of NGOs' projects (TA) was also updated and reported to C/S chief quarterly. Hereby, there were a total of 116 projects undertaken in both communes. The total 57 projects of NGOs were carried out in Ou Tavau commune and the total 59 projects of NGOs were implemented in Stuong Kach commune within the framework of the second mandate commune council within 2007-2011 periods.

The Figure 5.6: Number of Projects Undertaken by NGOs at commune level



Source: Own survey, 2015

As referred to section 5.2.2 (the implementation of CDP & CIP) of the summary and table 5.7 presented the total number of projects which were implemented by the C/S administration, provincial line department, and non-government organization, consisted of total 292 projects. As observed, it was concluded that the number of projects undertook by PLD were more than the number of projects which were undertaken by NGOs, but the number of C/S projects was less than the number of NGO projects.

Table 5.7: Summary of Total Projects Undertaken by C/S, PLD, and NGOs by Year

No	Description	C/S	PLD	NGO	Total
1	Project 2007	4	16	23	43
2	Project 2008	4	37	23	64
3	Project 2009	4	54	34	92
4	Project 2010	2	40	30	72
5	Project 2011	2	13	6	21
Total		16	160	116	292

Source: Own survey, 2015

5.2.3 Implementation of Commune Investment Fund

a) Total income of Commune Administrations

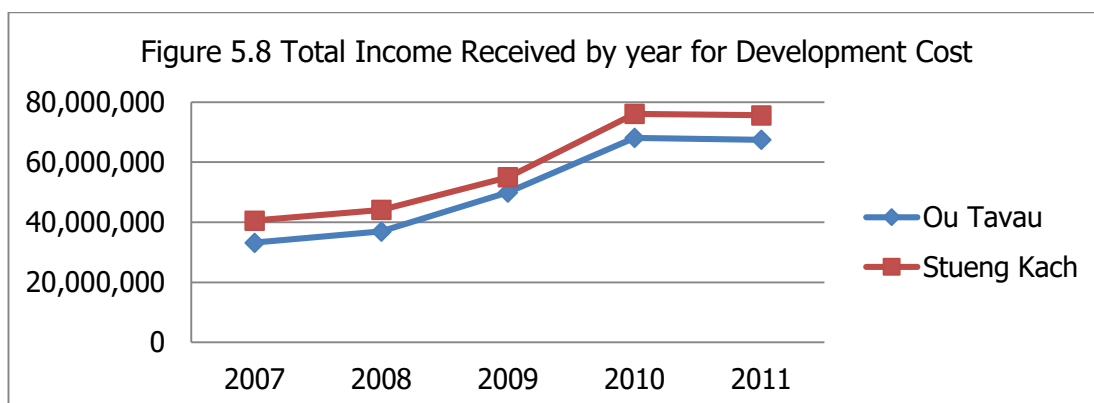
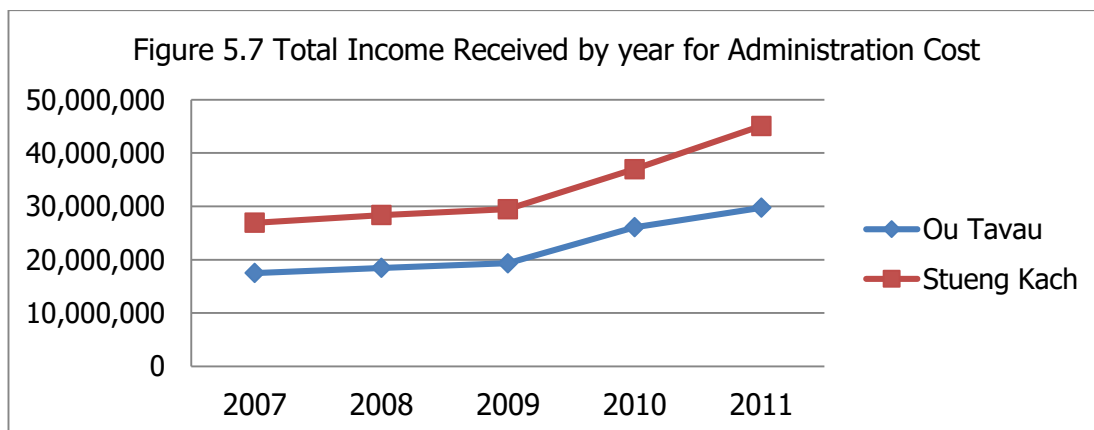
The budget allocation by the national level for commune administrations was made under the “*Law on C/S Administration Management*” framework by calculating the annual national income which was generated from annual taxation and by focusing on the total number of the population of each commune. The budget allocation was divided into two main parts; the commune administration costs and development (or investment) costs. The commune investment fund was transferred directly from national treasury to the bank account of each commune administration through provincial

treasury. The second mandate commune council of both communes in 2007-2011 was allocated the total budget in the amount of 824,954,940 Riel, of which 277,897,400 Riel was allocated for administration costs and 547,057,540 Riel for development (or investment) costs of both communes. On average, each commune administration received the total budget of 27,789,740 Riel for administration costs per year. The average budget for commune development (or investment) costs was 54,705,754 Riel per year. Through table 5.8, the figure 5.7, and 5.8 presented the total budget by year and sector of each commune.

Table 5.8: Total Income of C/S Administration Received from National by Year (Riel)

No	Description	Ou Tavau	Stueng Kach	Total
Commune Administration				
1	2007	17,487,100	26,913,200	44,400,300
2	2008	18,462,500	28,366,000	46,828,500
3	2009	19,317,800	29,465,600	48,783,400
4	2010	26,072,200	36,978,500	63,050,700
5	2011	29,733,700	45,100,800	74,834,500
Sub-total		111,073,300	166,824,100	277,897,400
Commune Development				
1	2007	33,222,000	40,578,000	73,800,000
2	2008	36,922,000	44,112,000	81,034,000
3	2009	49,942,000	54,996,000	104,938,000
4	2010	68,082,000	76,103,000	144,185,000
5	2011	67,483,770	75,616,770	143,100,540
Sub-total		255,651,770	291,405,770	547,057,540
Total		366,725,070	458,229,870	824,954,940

Source: Own survey, 2015



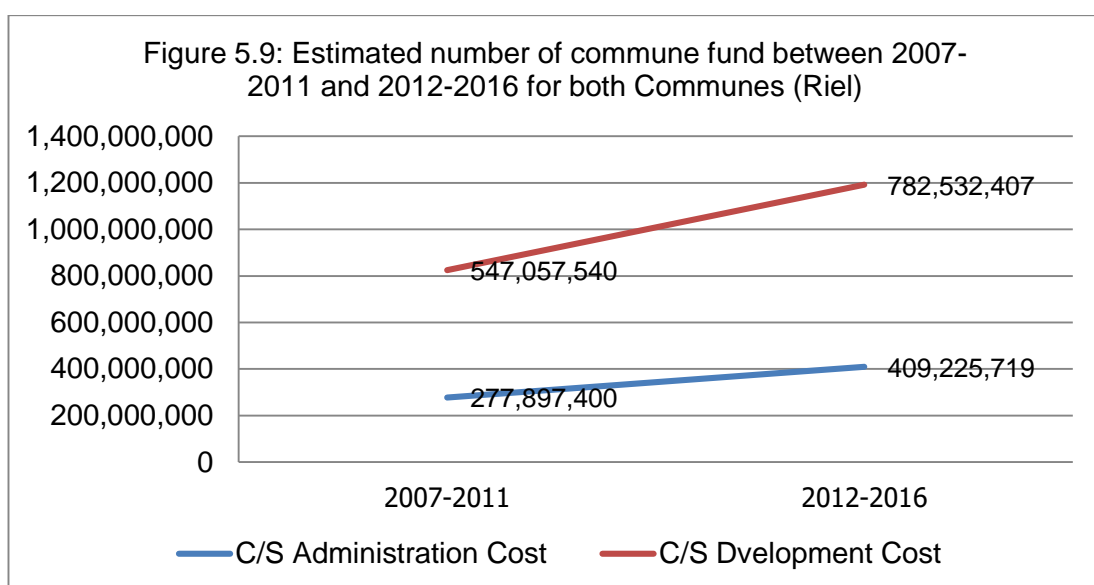
Source: Own survey, 2015

Table 5.9: Calculating Estimated Number of C/S Fund for the Next 5-Year-2012-2016 (Riel)

Description	Ou Tavau	Stueng Kach	Total	% of estimated number of the C/S fund for the next 5-year period (2012-2016) increased
C/S Administration				11 %
2012	30,625,711	46,330,052	77,079,535	
2013	31,544,482	47,592,808	79,391,921	
2014	32,490,817	48,889,981	81,773,679	
2015	33,465,541	50,222,509	84,226,889	
2016	34,469,508	51,591,357	86,753,696	
Sub-total	162,596,059	244,626,706	409,225,719	

C/S Development				
2012	69,744,769	77,889,819	147,393,556	13 %
2013	72,081,521	80,231,197	151,815,363	
2014	74,496,564	82,642,956	156,369,824	
2015	76,992,522	85,127,213	161,060,918	
2016	79,572,105	87,686,147	165,892,746	
Sub-total	372,887,482	413,577,332	782,532,407	
Total	535,483,541	658,204,038	1,191,758,127	

Source: Own survey, 2015



Source: Own survey, 2015

Based on table 5.9, the calculation of the estimated number of the next 5-year C/S investment fund (2012-2016) for both communes proved that administration costs of both communes increased approximately 11 percent for the next 5-year period and development (or investment) costs also increased approximately 13 percent for the next 5-year period. Hereby, it was concluded that the commune development costs was higher than commune administration costs by approximately 2 percent.

b) Expenditure of Commune Administration by Year

As per the commune financial manual and technical procedures of provincial treasury, the commune administration was allowed to make an advance request for 10 percent of the total annual budget plan for administration costs at the beginning of each year, because at that time, the approval of commune annual budget plan was always late in each early year. In general, the three rounds of the disbursement periods were made to commune administration over the course of one year. Before the second disbursement was made, the clearance of advance request had already been cleared first.

The below table 5.10 showed the total expenditure of administration and development works by year while the commune reports presented that commune administration costs (operational costs) had been made on i) monthly salary payment; ii) equipment/office stationary; iii) commune council/CCWC monthly meeting; iv) field monitoring; and v) concerned social issues. As referred to the C/S project information and Project Implementation Database (PID) presented that C/S development (or investment) cost had been made for physical infrastructure projects such as; i) earth/laterite roads with concrete culvert and concrete/wooden bridge; and ii) canal/pond rehabilitation and construction.

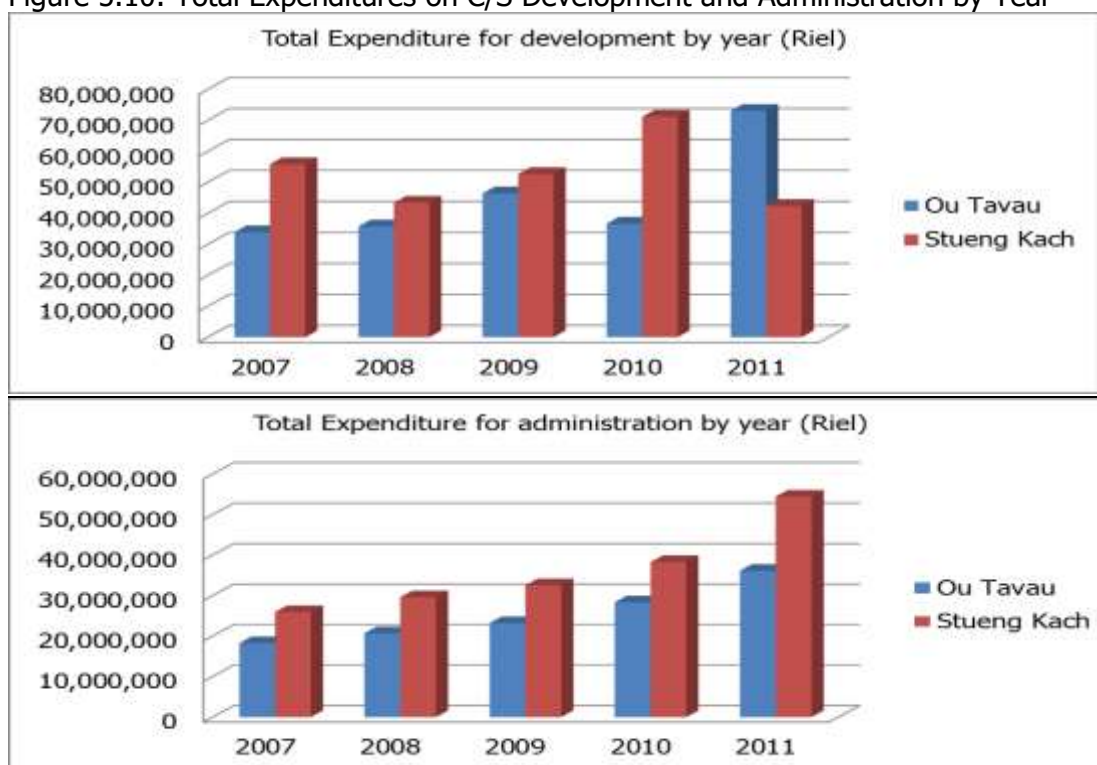
Table 5.10: Total Expenditure of C/S Administration by Year (Riel)

No	Description	Ou Tavau	Stueng Kach	Total
Expenditure on C/S Administration (operation)				
1	2007	18,266,200	25,945,200	44,211,400
2	2008	20,713,600	29,606,000	50,319,600
3	2009	23,217,600	32,554,600	55,772,200
4	2010	28,344,000	38,263,600	66,607,600
5	2011	36,153,400	54,460,800	90,614,200
Sub-total		126,694,800	180,830,200	307,525,000

Expenditure on C/S Development (investment)				
1	2007	33,901,400	55,842,641	89,744,041
2	2008	35,751,200	43,420,400	79,171,600
3	2009	46,419,700	52,631,600	99,051,300
4	2010	36,667,363	71,155,984	107,823,347
5	2011	73,077,314	42,334,869	115,412,183
Sub-total		225,816,977	265,385,494	491,202,471
Total		352,511,777	446,215,694	798,727,471

Source: Own survey, 2015

Figure 5.10: Total Expenditures on C/S Development and Administration by Year



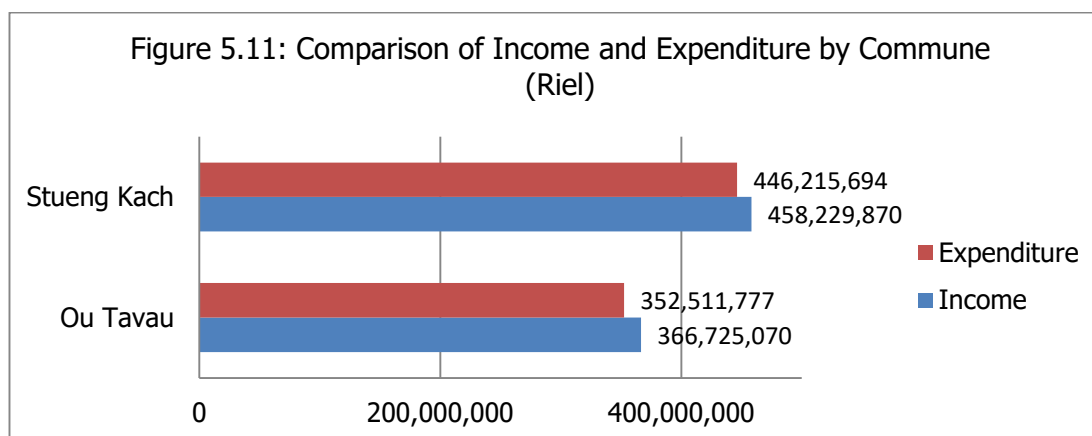
Source: Own survey, 2015

c) Comparison of Income and Expenditure of Both Communes

During the five years of second mandate commune council, both communes had been allocated the budgets from the national level in a total amount of 824,954,940 Riel, of which 366,725,070 Riel was for Ou Tavau commune and 458,229,870 Riel for Stueng Kach commune. Both communes had spent a total of 798,727,471 Riel on both administration and development works, of

which 352,511,777 Riel was for Ou Tavau commune and 446,215,694 Riel for Stueng Kach commune.

The below figure 5.11 showed the comparison between the income and expenditure of each commune.



Source: Own survey, 2015

d) Local Contribution of Citizen

At the beginning of the physical infrastructure project execution of both communes, the commune project management committee (PMC) disseminated the project information and the collection of local contribution from the community people for the purpose of commune physical infrastructure projects because the communities voluntarily contributed their local contribution. In addition to those local contributions, they also contributed their own resources to the commune projects within their respective commune such as; land, labors, fruit trees, and related materials, if their homeland, rice field, or farms situated nearby and/or along the

commune project site. The table 5.11 showed the figure of local contribution collected by year comprised of:

Table 5.11: Total Local Contributions of Community People by Year (Riel)

No	Year	Ou Tavau	Stueng Kach	Total
1	2007	1,000,000	800,000	1,800,000
2	2008	1,000,000	936,000	1,936,000
3	2009	1,000,000	1,000,000	2,000,000
4	2010	1,000,000	1,007,700	2,007,700
5	2011	1,089,000	1,000,000	2,089,000
Total		5,089,000	4,743,700	9,832,700

Source: Own survey, 2015

Table 5.12: Index of Local Contributions of Community People by Year (Riel)

Year	Local contribution by Year (Riel)	Index by year
2007	1,800,000.00	0.91
2008	1,936,000.00	0.98
2009	2,000,000.00	1.01
2010	2,007,700.00	1.02
2011	2,089,000.00	1.06
Total	9,832,700.00	
Average	1,966,540.00	

Note: Seasonal indexes (index = Period Amount/Average Amount)

Source: Own survey, 2015

The total local contributions of the community people were collected for contribution to the implementation of the C/S funded road projects of both communes, which increased from 0.91 to 1.06 of the seasonal index for a 5-year period. On average, each commune gathered the local contributions in the total amount of 1,966,540 Riel per year. It meant that on average, each commune received local contribution in the total amount of 983,270 Riel (equaled to USD\$ 245.81) per year. It was concluded the community people intended to contribute their own resources voluntarily to the physical infrastructure construction and rehabilitation projects within their respective commune.

5.2.4 Capacity Building and Development of Commune Councils

After completion of the nine training courses as well as the knowledge and skills acquisition, it was found that more than half of total commune council members (53.17 percent) improved their knowledge and skills while less than a half of them (44.44 percent) improved moderately the knowledge and skills through function performance including both assigned obligational and permissive tasks as referred to table 5.13. Hence, it concluded that in average, the most majority of the commune councils (53.17 percent) of the second mandate commune council of both communes vitally improved. The results of capacity building and development of the second mandate commune council expected that it would be positively and fruitfully impacted on the next third mandate commune council.

Table 5.13: Level of Knowledge and Skills of Second Mandate C/S Councils (n=14)

No	Topic Trainings Delivery	Level of knowledge and skills of C/S Councils better improved				Total
		improved a little	Improved somewhat	Improved	much improved	
1	C/S Admin-Management by Decentralization	0 (0.0)	10 (71.42)	4 (28.57)	0 (0.0)	14 (100)
2	Civil Status Registration	0 (0.0)	3 (21.42)	10 (71.42)	1 (7.14)	14 (100)
3	CDP and CIP	0 (0.0)	3 (21.42)	10 (71.42)	1 (7.14)	14 (100)
4	M&E on devel-, admin/finance	0 (0.0)	8 (57.14)	5 (35.71)	1 (7.14)	14 (100)
5	Safeguard study	0(0.0)	9 (64.28)	5 (42.85)	0 (0.0)	14 (100)
6	Project Implementation Manual (PIM)	0 (0.0)	2 (14.28)	12 (85.71)	0 (0.0)	14 (100)
7	C/S finance	0(0.0)	9 (64.28)	5 (42.85)	0(0.0)	14 (100)

8	Good governance for commune	0(0.0)	7(50)	7 (50)	0(0.0)	14 (100)
9	C/S administration	0 (0.0)	5 (42.85)	9 (64.28)	0 (0.0)	14 (100)
Total (average)		-	44.44 %	53.17 %	2.38 %	-

Note: Figures in the parentheses indicating percentage to the corresponding row total

Source: Own survey, 2015

Table 5.14: Index of Knowledge/skill Levels of Commune Council Members (n=14)

No	Qualities (level of knowledge and skills)	Value index				Ranking in order of index
		1	2	3	4	
1	Civil Status Registration	0	3	10	1	2.86
2	CDP and CIP	0	3	10	1	2.86
3	Project Implementation Manual	0	2	12	0	2.86
4	M&E on development, admin, and finance	0	7	6	1	2.57
5	Good Governance for C/S	0	7	7	0	2.53
6	C/S finance	0	8	6	0	2.43
7	Safeguard study	0	8	6	0	2.43
8	C/S administrations	0	9	5	0	2.36
9	C/S Admin- Management by Decentralization	0	9	5	0	2.33
Total (average)						2.61

Source: Own survey, 2015

Through the finding of above table 5.14 indicated the level of knowledge and skills of both commune councils in i) civil status registration, ii) CDP and CIP, and iii) project implementation manual (PIM), scored of 2.86 against value index and it tended to a very good rating, followed by 2.57 for M&E on development, admin, and finance while the lower value was 2.4 for the C/S finance and safeguard study. Therefore, it was concluded that the overall performance index on the level of knowledge and skills of commune council

was 2.61 on average as compared to the set performance scale and it definitely tended to a very good point.

5.2.5 Supports providing to C/S administrations

Within the second mandate commune council, it was observed that some relevant institutions supported to both commune administrations such as; provincial line departments, provincial/district administrations, NGOs, provincial treasury, local administration unit and national level, which actively provided the technical supports to the commune administrations as presented in below table 5.15. Totally, there were total 1,724 instances (incl: Ou Tavau: 1,485 times and Stueng Kach: 239 times). The majority of technical supports took place in both communes. The kinds of technical supports provided to the commune administration by national and provincial administration staffs as follows:

- **National level:** It included civil status registration, CDP/CIP formulation, safeguard study, administration-finance procedures, and good governance.
- **Provincial level:** civil status registration, CDP/CIP formulation, safeguard study, administration-finance procedures, good governance, commune project design layout, contract bidding, project information preparation, M&E of the road projects, and development of the quarterly, annually narrative and financial reports.

Table 5.15: Total of Times Supported and Intervened for C/S Administrations by Stakeholders

No	Item description	# of times supported to each commune		
		Ou Tavau	Stueng Kach	Total
1	2007	256	37	293
2	2008	291	45	336
3	2009	311	49	360
4	2010	311	49	360
5	2011	316	59	375
Total		1,485	239	1,724

Source: Own survey, 2015

Though commune councils and its administration took office and experienced since the first mandate of commune council, they still needed technical supports and assistance from the upper management levels. So, it showed truly that the technical support delivery of the upper management increased every year.

5.3 Good Governance Application in C/S Investment Fund

5.3.1 Level of Good Governance Application in C/S Investment Fund

a) Rules of Law (related legal frameworks)

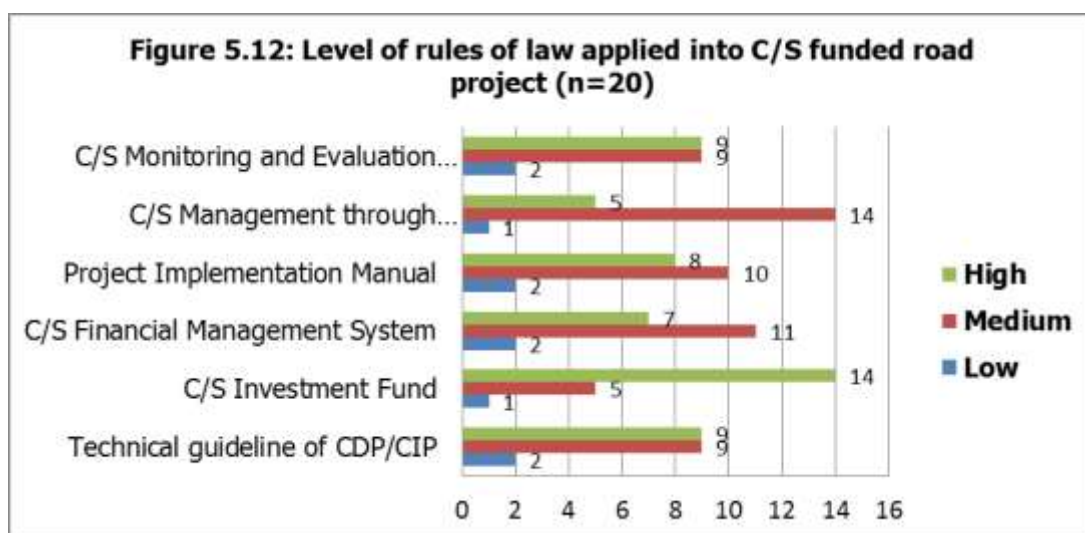
The figure of the table 5.16, each component of the good governance adopted in both communes was revealed that 48.33 percent of the total respondents rated as 'medium' for the execution of the "rules of law" in the C/S funded road projects while the remaining 43.33 percent rated it as 'high'. Therefore, it concluded that nearly a half of total respondents indicated the application of rules of law into the C/S funded rural road projects was high.

Table 5.16: Level of Rules of Law Applied in C/S Funded Road Projects (n=20)

No	Options/Cases Description	Level of rules of law applied in C/S funded road projects			Total
		Low	Medium	High	
1	Technical guideline of CDP/CIP	2 (10)	9 (45)	9 (45)	20 (100)
2	C/S Investment Fund	1 (5)	5 (25)	14 (70)	20 (100)
3	C/S Financial Management System	2 (10)	11 (55)	7 (35)	20 (100)
4	Project Implementation Manual	2 (10)	10 (50)	8 (40)	20 (100)
5	C/S Mgt through Decentralization	1 (5)	14 (70)	5 (25)	20 (100)
6	C/S Monitoring and Evaluation Manual	2 (10)	9 (45)	9 (45)	20 (100)
Total (average)		8.33 %	48.33 %	43.33 %	-

Note: Figures in the parentheses indicating percentage to the corresponding row total

Source: Own survey, 2015



Source: Own survey, 2015

As the table 5.17 presented, the confidence interval for mean in the application of the rules of law in the C/S funded road project was lower (1.90) on an average while 2.50 moved up to the upper level. Therefore its standard deviation was 0.25. It concluded that variables of the rules of law

adopted in the C/S funded road projects were trended to upper level.

Table 5.17: 95% Confidence Interval for Mean in the Application of Rules of Law in C/S Investment fund (n=20)

No	Types of cases/variables Description	Mean	N	95% Confidence Interval for Mean		ST DEV	Min	Max
				Lower	Upper			
1	Technical guideline of CDP/CIP	1.95	20	1.65	2.25	0.09	1	3
2	C/S Investment Fund	2.50	20	2.15	2.75	0.11	1	3
3	C/S Financial Management System	2.25	20	1.99	2.58	0.64	1	3
4	Project Implementation Manual	2.20	20	1.90	2.50	0.08	1	3
5	C/S Management through Decentralization	2.15	20	1.96	2.42	0.51	1	3
6	C/S Monitoring and Evaluation Manual	2.15	20	1.75	2.50	0.08	1	3
	Total (average)	2.20	-	1.90	2.50	0.25	-	-

Source: Own survey, 2015

Table 5.18: Level of the Rules of Law Applied in C/S Investment Fund (n=20)

No.	Criteria of Rule of Law	Priority Index	ranking in order of Priority
1	C/S Investment Fund	0.82	I
2	Technical guideline of CDP/CIP	0.70	II
3	Project Implementation Manual	0.67	III
4	C/S Monitoring and Evaluation Manual	0.67	III
5	C/S Financial Management System	0.65	IV
6	C/S Management through Decentralization	0.60	V
	Total (average)	0.68	-

Note: Scale values ranging from 0 (low) to 1 (high)

Source: Own survey, 2015

As regards to above table 5.18 presented the criteria of the rules of law were adopted in the C/S funded rural road projects at commune level. The brief

definition and explanation of each criteria of the rules of law were provided and summarized as follows:

1. **Commune Investment Fund:** in aligned with sub-decree on the establishment of the "*Commune-Sangkat Investment Fund*" was issued on February 7th, 2002 by National Committee to Support the Communes/Sangkats (NCSC), each commune administration was allocated the annual budget for commune administration and development/investment costs every year by RGC through MEF and MoI. The commune administration and commune chiefs had to utilize the allocated resource in consistency with commune financial procedure. Above table 5.18 proved that the majority of total respondents well understood how much the commune investment fund was allocated for commune administration (operational cost) and development (investment cost), that was why the figure of commune investment fund of each commune was disseminated and shared to the relevant national and sub-national institutions every early year. Hereby, the finding showed that the priority index of the execution of commune investment fund was 0.82 against set scale value and ranked as number 1.
2. **CDP/CIP Technical guidelines :** as referred to inter-ministerial prakas on Commune Strategic Development Planning and Commune Investment Program issued by MoI and MoP , the technical guidelines of CDP/CIP formulation has been put place and operational at commune administration level for the purpose of supports providing to

the local development of the commune administration within their respective jurisdiction. It meant that each mandate commune council had to formulate the Commune Development Plan (CDP) within the first year of taking official office. Then, the Commune Investment Program (CIP) was also developed after the endorsement and approval of CDP by provincial board of governor and commune councilor. Each CDP/CIP included five sectors such as; i) economic, ii) social, iii) natural resource and environment management, iv) order administration and public security, and v) gender. Hence, the finding proved more than a half of total respondents replied that the priority index of the implementation of CDP/CIP technical guideline was 0.70 as compared to set scale value and ranked as number 2.

3. Project Implementation Manual (PIM): For supports to the utilization of the commune investment fund more efficiently and effectively, the commune project implementation manual was developed and produced by Seila Program (Seila was the name of program) of MoI, with technical cooperation and supports from World Bank and RGC. This PIM focused on entire cycle of C/S physical infrastructure projects such; i) safeguard study, procurement, contract arrangement, project implementation, monitoring, evaluation, and reporting. It meant that each mandate commune council was to well understand of all steps of PIM unless the commune infrastructure project had not been selected as a potential priority to be undertaken. If all commune infrastructure projects were not aligned with PIM after

national auditing and observation team found, all expenditures of commune infrastructure projects required to reimburse to World Bank by MEF/RGC. Hereby, the finding revealed the majority of total respondents said that the priority index of the implementation of PIM was 0.67 against set scale value and ranked as number 3 because PIM had been applied into commune infrastructure projects accordingly.

4. Commune Monitoring and Evaluation Manual: For supports to the uses of commune investment fund and the implementation of physical infrastructure projects efficiently and effectively at commune level, the commune Hip-Pocket Guide on monitoring and evaluation of local development were designed by NCSC in May 2004. It meant that all commune council members needed to clearly understand of commune M&E tools and know on how to use those commune M&E tool and templates for supporting to the implementation of physical infrastructure projects in order to increase the good governance of the road projects. Hereby, the finding revealed that the priority index of PIM execution was 0.67 as compared to set scale value and ranked as number 3 because it was used for monitoring, reviewing, and evaluating the C/S funded infrastructure projects as a whole.

5. Commune Financial Management System: For supports to commune administration in using the commune investment fund (administration and development costs) more efficiently and effectively, the commune financial management system was also

developed and put in place in associated with “Law on C/S Administration and Management” as well as the sub-decree on the establishment of “*Commune-Sangkat Investment Fund*”. Therefore, the finding showed that the priority index of the commune financial management system execution was 0.65 as compared to set scale value and ranked as number 4. It meant more than half of total respondents indicated that the commune financial management system had been operational because it was used for managing and auditing all expenditures of commune administration.

6. Commune Management through Decentralization: For supports to the stated Law on commune administration and management, the adoption of commune investment fund, the project implementation manual, commune strategic development plan, and commune investment program. The commune management through decentralization was written and put in place in August 2012 by NCDD-S in line with D&D Strategic Framework which issued in March 2005 by RGC/NCDD, which consisted of nine principles of the national program for sub-national democratic development (NP-SNDD). The main objective was to build the capacity of commune councils and to provide the technical supports to commune councils in the management and development of commune administration through decentralization policy. This paper also included commune financial system, commune planning system, and recruitment of

village unit members. It meant more than half of total respondents proved that commune management through decentralization was adopted. Therefore, it indicated that the priority index of commune management through decentralization execution was 0.60 against set scale value and ranked as number 5 because the CDP/CIP and social development projects also were developed and undertaken by commune administration itself.

As described in more details in above table 5.18 chronologically, the priority index (0.82) of the commune investment fund was high, followed by 0.71 for commune project implementation manual, and the lowest priority index was 0.60 for commune management through decentralization. It included that the rules of law application in the C/S funded road projects was rated as above medium (0.68) on average.

b) Participation

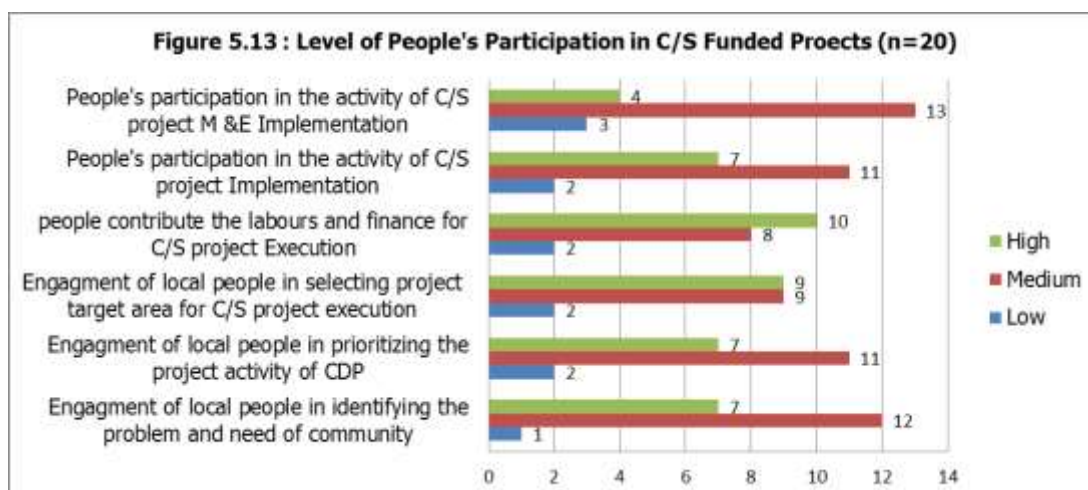
Through finding of table 5.19, more than half of total respondents (53.33 percent) representing the grass-root people of both communes, indicated that the “participation” of community people in the commune project execution process was rated as medium while 36.67 percent replied the involvement in the commune projects was rated as high. Therefore, it concluded that more than half of grass-root people engaged in the commune project execution process at their respective commune.

Table 5.19: Level of People's Participation in the C/S Funded Project Execution Process (n=20)

No	Options Description	Level of people's participation in C/S project execution process			Total
		Low	Medium	High	
1	Engagement of local people in identifying the problem and need of community	1 (5)	12 (60)	7 (35)	20 (100)
2	Engagement of local people in prioritizing project activity of CDP	2 (10)	11 (55)	7 (35)	20 (100)
3	Engagement of local people in selecting project target area for C/S project execution	2 (10)	9 (45)	9 (45)	20 (100)
4	people contribute the labors and finance for C/S project Execution	2 (10)	8 (40)	10 (50)	20 (100)
5	People's participation in the activity of C/S project Implementation	2 (10)	11 (55)	7 (35)	20 (100)
6	People's participation in the activity of C/S project M &E Implementation	3 (15)	13 (65)	4 (20)	20 (100)
Total (average)		10 %	53.33%	36.67%	-

Note: Figures in the parentheses indicating the percentage to the corresponding row total

Source: Own survey, 2015



Source: Own survey, 2015

The table 5.20 revealed, the confidence interval for mean in the adoption of the "participation" in the C/S funded road projects, was lower (1.90) on

average while 2.50 moved up to the upper level. Therefore, its standard deviation was 0.65 differently. It concluded that variables of participation had been applied in C/S investment fund which were ranged between 1.90 (lower) and 2.50 (upper).

Table 5.20: 95% Confidence Interval for Mean in the Application of Participation in C/S Investment Fund (n=20)

No	Types of cases/variables Description	Mean	N	95% Confidence Interval for Mean		ST DEV	Min	Max
				Lower	Upper			
1	Engagement of local people in identifying the problem and need of community	2.25	20	1.99	2.51	0.55	1	3
2	Engagement of local people in prioritizing the project activity of CDP	2.20	20	1.87	2.53	0.69	1	3
3	Engagement of local people in selecting project target area for C/S project execution	2.30	20	1.96	2.64	0.73	1	3
4	people contribute the labors and finance for C/S projects	2.40	20	2.12	2.68	0.59	1	3
5	People's participation in the activity of C/S project Implementation	2.15	20	1.84	2.46	0.67	1	3
6	People's participation in the activity of C/S project M &E Implementation	1.90	20	1.6	2.20	0.64	1	3
	Total (Average)	2.20	-	1.90	2.50	0.65	-	-

Source: Own survey, 2015

Table 5.21: Index of People's Participation in Commune Project Execution (n=20)

No	Criteria of Participation	Priority Index	Ranking in order of priority
1	People contribute the labors and finance for C/S project Execution	0.70	I
2	Engagement of local people in selecting project target area for C/S project execution	0.68	II

3	Engagement of local people in identifying the problem/need of community	0.65	III
4	People's participation in the activity of C/S project implementation	0.63	IV
5	Engagement of local people in prioritizing the project activity of CDP	0.63	IV
6	People's participation in the activity of C/S project M&E execution	0.53	V
Total (average)		0.63	-

Note: Scale value ranging from 0 (low) to 1 (high)

Source: Own survey, 2015

In regards to above index 5.21, the criteria of participation definitely related to the implementation of C/S funded road projects at commune level. The brief definitions and explanations of each criteria of participation were provided and summarized as follows:

1. People contribute the labors and finances for commune

project execution: Prior to the commencement of the physical infrastructure projects in each year, the project management committee (PMC) started collecting the local contribution of community people living in village of target commune in each early year. The local contributions were made voluntarily. The local contributions collected from community people were provided to commune administration for the purpose of rural road project execution. It was noted that the C/S budget for local development could not have been expensed unless the local contributions of community people were collected and contributed to the commune investment fund. Furthermore, what local people were engaged in such; i) engagement in village meeting and safeguard study of C/S

infrastructure projects and ii) local contribution to commune infrastructure projects (incl: small amount of money, number of fruit trees, and small size of land plots along or next to the roadside). Therefore, the finding showed that the priority index of *“people contribute the labors and finance for commune project execution”* was 0.70 and ranked as number 1. It concluded high majority of total respondents (0.70) proved that local people contributed to C/S funded project execution.

2. **Engagement of local people in selecting project target area for commune project execution:** prior to the commencement of physical infrastructure projects in each year, the project management committee (PMC) conducted a village meeting to grass-root people to disseminate the information of laterite/earth road projects and the safeguard study of land, and environmental impact at the project site. Then, local people were invited to participate in the project side selection with PMC members and provincial infrastructure technical staffs. Hereby, the finding presented that the priority index of *“engagement of local people in selecting project target area for C/S project execution”* was 0.68 and ranked as number 2. This was because, the local people living in each village along roads were requested to take part in decision-making and selecting the project site within their respective village, that was why they were the one part of the project as well. It concluded more than a half of total

respondents (0.68) proved that local people engaged in C/S funded project selection.

3. **Engagement of local people in identifying the problem and need of the community:** as referred to CIP technical guideline, the commune administration had to organize a meeting for community people per village at CIP step 1 to explore and identify what specific and strategic problems and needs of the community people were, and prioritized them for inserting into CIP every year. The engagement of local people in identifying the problems and needs was to ensure that their addressed specific and strategic problems and needs were responded and included into CIP accordingly. Hereby, the finding showed that the priority index of "*engagement of local people in identifying the problem and need of community*" was 0.65 and ranked as number 3. It meant that local people living in that village really were involved in identifying and addressing their concerns to be heard and solved. Thus, it concluded more than a half of total respondents (0.65) confirmed that local people engaged in identifying the problems and needs at village level.

4. **People's participation in the activity of commune project implementation:** Based on the project implementation manual (PIM), one member of the village unit was selected as a PCM member who was a representative of local people living in that village. Furthermore, the community people living along the laterite/earth roads, observed and provided any comments to PMC about the

contruction and rehabilitation of laterite/earth road projects within their respective village. Hence, the finding showed that the priority index of "*people's participation in the activity of commune project implementation*" was 0.63 and ranked as number 4. It concluded more than a half of total respondents (0.63) confirmed that local people engaged in activities of the commune project implementation at village level.

5. Engagement of local people in prioritizing the project activity

of CDP: as referred to CDP technical guideline, the commune administration had to organize a village meeting per village at CDP Step 1 which was to explore and identify what specific and strategic problems and needs of community people were, and prioritized them for inserting into CDP every 5-year after the new mandate of the commune councils took office . The engagement of local people in problems and needs indentification was to ensure that their addressed specific and strategic problem and needs were responded and included into CDP. As of, the finding showed that the priority index of "*Engagement of local people in prioritizing the project activity of CDP*" was 0.63 and ranked as number 4. It meant that local people living in that village were requested to participate in the village meeting to prioritize and select the addressed problems and needs. In the meantime, the selected priorty project activities were included into CDP. It therefore concluded more than a half of total respondents

(0.63) confirmed that local people involved in prioritizing and selecting the addressed problems and needs for CDP as a whole.

6. People's participation in the activity of the commune project

monitoring and evaluation: In additions to PMC function performacne, the local people living along the laterite/earth road often observed, reported and provided any comments to PMC members about the contruction and rehabilitation of laterite/earth road project of the contractor within their respective village to ensure the quality of laterite/earth road construction. Hence, the finding showed that the priority index of "*People's participation in the activity of commune project M &E Implementation*" was 0.53 and ranked as number 5. It meant that PMC members, from provincial infrastructure officer, commune chief, C/S second deputy chief, female commune council, commune clerk, and village chief, who took part in monitoring and evaluating the implementation of commune project. PMC members had to conduct field minitoring visit to project site and project guarantee period directly and then prepared physical progress reports to ensure that it was completed and achieved in line with agreed outputs before each payment had been made to contractor or company owner. Hereby, it concluded a half of total respondents (0.52) confirmed that local people really were involved in the implementation of the project M & E activities within their respective village.

Through the findings of table 5.21 and more detail described by criteria, it summarized that People contribute the labors and finance for C/S project Execution rated 0.70, followed by 0.68 for engagement in project site selection, and the lowest score was 0.53 for the engagement of community people in C/S project M&E activities. Hence, it concluded the priority index of people participation in the C/S project execution was 0.63 as an average.

Based on the figure presented in table 5.22, more than half of total village respondents (55 percent) answered that they sometimes attended the village meeting at step 1 of CDP/CIP to identify and prioritize the problems and local needs of the communities within their respective commune, while 6.30 percent always took part in this event. In contrast, 17.50 percent of total respondents did not know at all about these village meetings. As the results, it concluded that people engagement in village meeting at CIP step 1 was widely disseminated prior to the commencement of CDP/CIP planning process.

Table 5.22: People's Participation in Village Meeting to Identify Problem and Local Needs

No	Options Description	# of Village Respondents	Percentage (%)
1	Non-known	14	17.50
2	Never	9	11.30
3	Sometimes	44	55.00
4	More often	8	10.00
5	Always	5	6.30
Total		80	100.00

Source: Own survey, 2015

The findings shown in below table 5.23, nearly a half of total village respondents (47.50 percent) representing the grass-root people of both communes was strongly satisfied with the identification of priority problems and local needs for inserting into CDP/CIP while remaining 40 percent rated as neutral. Hence, it concluded that identification of the priority problem and local needs for CDP/CIP was accepted by the vast majority of total respondents (87.50 percent).

Table 5.23: Satisfying the Identification of Priority Problem/Local Needs for CDP/CIP

No	Options Description	# of Village Respondents	Percentage (%)
1	Not strongly satisfied at all	1	1.30
2	Satisfied a little	9	11.30
3	Satisfied	32	40.00
4	Strongly satisfied	38	47.50
Total		80	100.00

Source: Own survey, 2015

Table 5.24: Index of Satisfying with Identification of Priority Problem/Local Need of People for CDP/CIP (n=80)

Description	Values				Total	Index
	1	2	3	4		
Satisfying with identification of priority needs of people	1	9	32	38	80	3.33

Source: Own survey, 2015

Through the finding of table 5.24 showed that the local people scored the identification of the priority problem and local need ranged between "satisfied" and "strongly satisfied". It meant that the vast majority of total respondents engaged in identifying and prioritizing the problem and local

needs of the community people for the purpose of CDP/CIP. It therefore concluded that value index was 3.33 as compared to the set value scale.

c) Accountability

Through table 5.25, 42.77 percent of total respondents showed the application of the "accountability" into C/S funded road projects was rated as high while other remaining 45 percent rated as medium level. Hence, it noted the accountability component was really applied in commune investment fund of both communes.

Table 5.25: Level of Accountability Applied in Commune Investment Fund (n=20)

No	Options Description	Level of Accountability applied in C/S project			Total
		Low	Medium	High	
1	Budgeting and Planning Committee performed as per CDP guideline	2 (10)	11 (55)	7 (35)	20 (100)
2	Procurement Committee performed its roles in doing the procurement of C/S project	1 (5)	9 (45)	10 (50)	20 (100)
3	C/S Management Committee performed its roles in conducting the project M&E	2 (10)	8 (40)	10 (50)	20 (100)
4	Technical Facilitation Committee conducted the Project Monitoring and Evaluation	3 (15)	10 (50)	7 (35)	20 (100)
5	Above 4 committees are accountable for the result of C/S project execution	1 (5)	9 (45)	10 (50)	20 (100)
6	C/S councils conducted CDP/CIP of commune-sangkat	2 (10)	8 (40)	10 (50)	20 (100)
7	C/S councils reported about the implementation of CDP/CIP to the public	4 (20)	8 (40)	8 (40)	20 (100)
8	C/S councils reported about decision-making on CDP/CIP activity to the public	5 (25)	10 (50)	5 (25)	20 (100)
9	Conflict of interest in implementing the project is dealt with on time	2 (10)	8 (40)	10 (50)	20 (100)
Total (average)		12.22%	45 %	42.77 %	-

Note: Figures in the parentheses indicating the percentage to the corresponding row total
Source: Own survey, 2015

The finding of the table 5.26 proved the confidence interval for mean in the adoption of "level of accountability" in the C/S funded road projects was lower (1.89) in an average while the 2.49 moved up to the upper level. Therefore, its standard deviation was 0.08. It therefore concluded that variables of accountability had been applied in the commune investment fund, were ranged between 1.89 (lower) and 2.49 (upper).

Table 5.26: 95% Confidence Interval for Mean in the Application of Accountability in C/S Fund (n=20)

No	Types of cases/variables Description	Mean	N	95% Confidence Interval for Mean		STDEV	Min	Max
				Lower	Upper			
1	Budgeting and Planning Committee performed as per CDP guideline	2.20	20	1.95	2.45	0.09	1	3
2	Procurement Committee performed its roles in doing the procurement of C/S project	2.40	20	2.10	2.65	0.09	1	3
3	Project Management Committee performed its roles in conducting the project M&E	2.35	20	2.10	2.65	0.09	1	3
4	Technical Facilitation Committee conducted the Project Monitoring and Evaluation	2.20	20	1.90	2.45	0.09	1	3
5	Above 4 committees are accountable for the result of C/S project execution	2.30	20	2.00	2.55	0.09	1	3
6	C/S councils conducted CDP/CIP of commune-sangkat	2.10	20	1.75	2.45	0.08	1	3

7	C/S councils reported about implementation of CDP/CIP to the public	1.95	20	1.60	2.30	0.07	1	3
8	C/S councils reported about decision-making on CDP/CIP activity to the public	2.05	20	1.70	2.35	0.08	1	3
9	Conflict of interest in implementing the project is dealt with on time	2.25	20	1.90	2.55	0.09	1	3
	Total (Average)	2.20	-	1.89	2.49	0.08	-	-

Source: Own survey, 2015

Table 5.27: Index of Accountability Level Applied in C/S Investment Fund (n=20)

No	Criteria of accountability	Priority index	Ranking in order of Priority
1	4 committees are accountable for the result of C/S project execution	0.73	I
2	Procurement Committee performed its roles in doing procurement of C/S project	0.73	I
3	C/S Mgt Committee performed its roles in conducting the project M&E	0.70	II
4	Conflict of interest in implementing the project is dealt with on time	0.70	II
5	C/S councils conducted CDP/CIP of commune-sangkat	0.70	II
6	Budgeting and Planning Committee performed as per CDP guideline	0.63	III
7	Technical Facilitation Committee conducted the Project M&E	0.60	IV
8	C/S councils reported the implementation of CDP/CIP to the public	0.60	IV
9	C/S councils reported about decision-making on CDP/CIP activity to the public	0.50	V
	Total (average)	0.65	-

Note: Scale value ranging from 0 (low) to 1 (high)

Source: Own survey, 2015

In regards to above index 5.27 showed the related criteria of accountability were applied in the commune investment fund at commune level. The brief

definition and explanation of each criteria of accountability were provided and summarized as follows:

1. **4 committees are accountable for the result of commune**

project execution: For supports to the implementation of the rural road project more effectively and efficiently, there were four committees established at commune level such; i) Budgeting and Planning Committee (BPC), ii) Procurement Committee (PC), iii) Project Management Committee (PMC), and iv) Technical Facilitation Committee (TFC). These committees played different roles and responsibilities for the contribution to the attainment of the C/S funded road project implementation. Hence, the finding showed that the priority index of "*four committees accountable for the result of commune project execution*" was 0.73 as compared to set priority value and ranked as number 1. It meant that those committees had fulfilled main roles and responsibilities within the process of C/S funded road project implementation such:

- i) **Budgeting and Planning Committee (BPC):** allocated commune fund for both, administration and development works, the budget for each work was projected annually by reviewing of last past achievement. The annual work plan and budget then was submitted to the commune councilor for reviewing and approval during the ordinary and/or extre-ordinary monthly meeting of the commune council.

- ii) **Procurement Committee (PC):** conducted bid announcement within a period of 15 working days, collected, reviewed, and selected bid documents of firms (contractors), organized a PC meeting to open and evaluate bid documents, especially the bid price, and then a bidding winner selected was posted publicly, prepared commune project information, and awarded a contract to bidding winner (contractor).
- iii) **Project Monitoring Committee (PMC):** followed up and monitored the implementation of C/S road construction/rehabilitation project and reported the progress to the commune chief as well as commune council members.
- iv) **Technical Facilitation Committee (TFC):** organized a meeting to review a final report of contractor, then conducted the end of contract evaluation at project site which focused on a 6-month project guarantee period and submitted to commune councilor for final review and approval toward the preparation of final payment for contractor.

Hence, it conducted three fourth (0.73) of total surveyed respondents indicated that those four committees really were accountable for the result of C/S funded road project execution and it was prioritized and ranked as number 1 against 9 set criterias.

2. **PC performed its roles in doing the procurement of commune project:** in aligning with C/S M&E manual and PIM, the procurement committee was also formed to lead and guide its PC members in

preparation of commune project information, bidding meeting organizing, evaluation/review of bidding documents, project contract preparation, and contract awarding/signing. Therefore, the findings indicated that the priority index of "*Procurement Committee performed its roles in doing procurement of commune project*" was 0.73 and ranked as number 1, because the PC members were composed of four members; such commune chief as PC chief, deputy commune chief and female commune council as the members, and commune clerk as secretary. Hereby, it concluded the high majority (0.73) of total respondents confirmed that the procurement committee performed its roles in preparation of procurement of C/S road project and it also was prioritized and ranked as number 1 against 9 set criterias.

3. **PMC performed its roles in conducting the project M&E:** in consistency with C/S M&E manual, PIM, and PMC were established and its members were trained and built in C/S M&E manual and M&E tools and then PMC chief as commune chiefs guided PMC members in conducting monitoring and evaluation of road construction project, and reviewing the quality of road project, and the 6-month guarantee period. Every payment made to any contractors was enclosed with road construction progress report. Hereby, the finding showed that the priority index of "*Project Mgt Committee performed its roles in conducting the project M&E*" was 0.70 and ranked as number 2. Herefore, it concluded nearly three fourth (0.70) of total surveyed

respondents proved that C/S PMC performed its roles in conducting the project monitoring and evaluating at project site, and it was prioritized and ranked as number 2 against 9 set criterias.

4. **Conflict of interest in implementing the project is dealt with on time:** preventing conflict of interest from occurring in C/S funded road project execution, the contractor had better sign on code of conduct policy by accompanying with sealed bidding documents. The procurement committee reviewed a contractor list to ensure whether contractors were completely eligible and listed in a blacklist or not prior to opening of each sealed bidding document. Therefore, the finding indicated that the priority index of "*conflict of interest in implementing the project is dealt with on time*" was 0.70 and ranked as number 2. It ensured that all commune council members did not concern with and involve in all forms of collusion and corruption activities with contractors/company owners while they had been awarded and undertaken the contract. Hence, it concluded the high majority (0.70) of surveyed respondents confirmed that the conflict of interest in implementing the project was dealt with on time and it also was prioritized and ranked as number 4 against 9 set criterias.
5. **Commune councils conducted CDP/CIP:** in line with stated law on administration and management of both communes, each of mandate commune council had to formulate the CDP/CIP for its local development. Firstly, the 5-year commune development plan of the commune council was formulated, and then a 3-year rolling

investment program was also formulated after completion and endorsement of CDP. The formulation of CDP/CIP needed to be in consistency with CDP/CIP technical guideline. Hereby, the finding proved that the priority index of "*Commune councils conducted CDP/CIP*" was 0.70 and ranked as number 2. It meant that commune council members organized village meetings at step I of CDP/CIP at village level to engage with and enable the community people to address the local needs and concerns that existed in their respective village/commune. All local needs/problems which were collected were taken to commune hall for reviewing and prioritizing those addressed problems for inserting into CDP/CIP. Then, commune planning working group commenced the formulation of the CDP/CIP which was based on commune priority project activity list. The final draft of CDP/CIP was submitted to the provinical board of governor (provinical planning working group) for review and endorsement. Finally, the submission of final CDP/CIP to commune councilor for approval and signature during commune council monhtly meeting. Hence, it concluded more than half of surveyed respondents indicated that the priority index of commune councils conducted CDP/CIP of commune-sangkat was 0.70 and ranked as number 2 against 9 set criterias.

6. **Budgeting and Planning Committee (BPC) performed as per CDP guideline:** in consistency with law on administration and management of commune-sangkat, the BPC was formed to play main

roles in developing the Annual Work and Budget Plan (AWPB) in each year. The roles and responsibilities of BPC mainly were to review and supervise administration and development/investment costs and report to BPC chief. Hereby, the finding proved that the priority index of "*Budgeting and Planning Committee performed as per CDP guideline*" was 0.63 and ranked as number 3. It meant that PC fulfilled its roles and responsibilities such; i) bid announcement within a period of 15 working days, ii) bid document collection, review, and bid documents evaluation, iii) PC meeting organizing to open and evaluate bid documents, especially the bid price, and iv) then a bidding winner selected were posted publicly, prepared C/S project information, and awarded a contract to bidding winner. Hence, it concluded more than half of surveyed respondents indicated that the priority index of it was 0.63, and ranked as number 3 against 9 set criterias.

7. Technical Facilitation Committee (TFC) conducted Project

M&E: in consistency with C/S project implementation manual (PIM) and these PMC and TFC were also formed to conduct the field monitoring visits and evaluation of 6-month guarantee period of commune rural road project. TFC members were comprised of provincial support team members (or provincial investment division staff), commune chief, and district technical staffs. Hence, the finding reveals that the priority index of "*Technical Facilitation Committee conducted the Project M&E*" was 0.60 and ranked as number 4. It meant PFC organized a meeting to review a final report of contractor,

then conducted end of contract evaluation at project site which focused a 6-month project guarantee period and submitted to commune councilors for final review and approval toward final payment preparation for contractors. Hence, it concluded more than half of surveyed respondents indicated that the priority index of it was 0.60 and ranked as number 4 against 9 set criterias.

8. Commune councils reported the implementation of CDP/CIP

to the public: in accordance with law on administration and management of commune-sangkat, the commune councils were accountable to upper management level and for citizens concerning the dissemination of commune project information, both physical progress and financial report. For example, all relevant information had been posted on billboard in front of commune halls and the results of CDP/CIP implementation were also updated and reported by commune chiefs during the commune council monthly meeting and district integration workshop (DIW) at district/municipal halls by the end of each year. Hereby, the finding presented that the priority index of "*C/S councils reported the implementation of CDP/CIP to the public*" was 0.60 and ranked as number 4. Hence, it concluded that C/S councilors really disseminated the results of CDP/CIP implementation to their community people while priority index of it was 0.60 and ranked as number 8 against 9 set criterias.

9. Commune councils reported about decision-making on CDP/CIP activity to the public: in consistency with law on

administration and management of commune-sangkat, the commune councils was accountable to upper management level and for citizens concerning the dissemination of both CDP and CIP. For instance, CDP/CIP were also disseminated and distributed to the provincial line departments, provincial/district administration, and NGOs working in the jurisdiction of the commune administration. The CIP priority project activities were disseminated to concerned people in DIW event. Hereby, the finding presented that the priority index of *"Commune councils reported about decision-making on CDP/CIP activity to the public"* was 0.50 and ranked as number 5. It concluded a half of respondents rated as the lowest and ranked as number 5 against 9 set criterias.

As described above table 5.27, it was summarized the level of accountability application in commune investment fund strongly focused on four commune committees which were accountable for the results of C/S funded road project execution, was valued at 0.73 while the priority index of performance of project management committee in project M&E activities was 0.70, and the lowest was 0.50 for C/S councils reported about decision-making on CIP-CDP activities to the public. Hence, it was concluded that the level of accountability application in the commune investment fund absolutely relied on and believed in four committees of the commune councils because those committee chiefs had enforced their members in performing main roles and responsibilities as well as whole

functions of these committees. Thus, in average the priority index of it was 0.65 as compared to set scale value.

d) Transparency

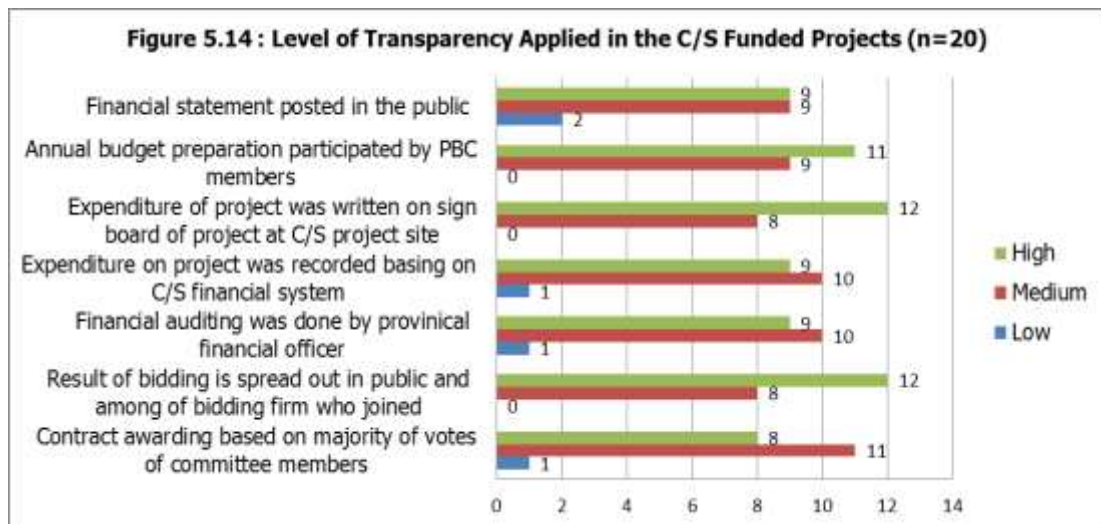
The finding of the table 5.28 indicated that a half of the surveyed respondents (50 percent) rated the application of the “transparency” in C/S funded projects as high and less than half of other respondents (46.42 percent) rated it as medium. Hereby, it concluded the seven components of the transparency were totally adopted in the commune investment fund of both communes.

Table 5.28: Level of Transparency Applied in C/S Project Execution (n=20)

No	Options Description	Level of transparency applied in C/S project			Total
		Low	Medium	High	
1	Contract awarding based on majority of votes of committee members	1 (5)	11 (55)	7 (35)	20 (100)
2	Result of bidding is spread out in public and among of bidding firm who joined	0 (0.0)	8 (40)	12 (60)	20 (100)
3	Financial auditing was done by provincial financial officer	1 (5)	10 (50)	9 (45)	20 (100)
4	Expenditure on project was recorded based on C/S financial system	1 (5)	10 (50)	9 (45)	20 (100)
5	Expenditure of project was written on sign board of project at C/S project site	0 (0.0)	8 (40)	12 (60)	20 (100)
6	Annual budget preparation participated by PBC members	0 (0.0)	9 (45)	11 (55)	20 (100)
7	Financial statement posted in the public	2 (10)	9 (45)	9 (45)	20 (100)
Total (average)		3.57%	46.42%	50%	-

Note: Figures in the parentheses indicating the percentage to the corresponding row total

Source: Own survey, 2015



Source: Own survey, 2015

The table 5.29 proved the confidence interval for means in the adoption of transparency in the C/S funded road projects was lower (1.96) in an average while 2.59 moved up to the upper level. Therefore, the standard deviation was 0.09. So, the study concluded that seven variables of the transparency had been applied in commune investment fund, were ranged between 1.96 (lower) and 2.59 (upper).

Table 5.29: 95% Confidence Interval for Mean in the Transparency of C/S Investment Fund

No	Types of cases/variables Description	Mean	N	95% Confidence Interval for Mean		ST DEV	Min	Max
				Lower	Upper			
1	Contract awarding based on majority of votes of committee members	2.25	20	1.95	2.50	0.09	1	3
2	Result of bidding is spread out in public and among of bidding firm who joined	2.35	20	2.00	2.65	0.10	1	3
3	Financial auditing was done by provincial financial officer	2.10	20	1.80	2.45	0.08	1	3
4	Expenditure on project was recorded based on C/S financial system	2.35	20	2.05	2.65	0.09	1	3

5	Expenditure of project was written on sign board of project at C/S project site	2.55	20	2.25	2.85	0.12	1	3
6	Annual budget preparation participated by PBC members	2.40	20	2.05	2.75	0.10	1	3
7	Financial statement posted in the public	1.90	20	1.60	2.25	0.08	1	3
	Total (Average)	2.27	-	1.96	2.59	0.09	-	-

Source: Own survey, 2015

Table 5.30: Index of Transparency Level Applied in C/S Project Execution (n=20)

No	Criteria of transparency	Priority Index	Ranking in order of priority
1	Result of bidding is spread out in public and among of bidding firm who joined	0.80	I
2	Expenditure of project was written on sign board of project at C/S project site	0.80	I
3	Annual budget preparation participated by PBC members	0.78	II
4	Expenditure on project was recorded based on C/S financial system	0.70	III
5	Financial auditing was done by provincial financial officer	0.70	III
6	Contract awarding based on majority of votes of committee members	0.68	IV
7	Financial statement posted in the public	0.68	IV
	Total (average)	0.73	-

Note: Scale value ranging from 0 (low) to 1 (high)

Source: Own survey, 2015

In regards to above table 5.30 showed the criterias of transparency were applied in the C/S funded road project execution at commune level. The brief definition of each criteria of the transparency was explained and summarized as follows:

1. Result of bidding is spread out in public and among of bidding

firm who joined: After receiving bidding documents from

contractors, the meeting of commune procurement committee (PC) was organized for a company's representatives and concerned key staffs for opening the sealed bid document envelopes. The PC chief opened bid documents one by one in front of the meeting members and recorded the bid price of each company (bidding down method). After revision of company's bid price, the company's representative and concerned key staffs were invited to go out of the bid opening meeting for a short-time, so that PC members could discuss and made final decision in evaluating and selecting which company was the winner and awarded the contract. Then, the company's representative and other meeting members were invited back to the meeting session again to review the result of the bid opening meeting. The PC chief announced who the bidding winner was to the meeting members. And at end of meeting, the PC chief signed on a winning notice paper and posted on information board in the public. The results of bid opening meeting had been submitted to NCDD-S national safeguard advisor to have prior review before submission of bidding report package to World Bank for final review and endorsement. Therefore, the finding proved that the priority index of "*Result of bidding is spread out in public and among of bidding firm who joined*" was 0.80. This was because each bidder or company owner was kept informed about results of bid opening meeting as well as winning notice papers were posted in the public. Hence, it concluded this criteria was highly prioritized and rated among of seven set criterias by vast majority of

surveyed respondents, and it was also valued 0.80 as compared to set priority value and ranked as number 1.

2. Expenditure of project was written on project signboard at

the project site: after completion of laterite/earth road construction in each target commune-sangkat, the total cost of laterite/earth road construction had been written on project signboard at commune project site. Therefore, the finding proved that the priority index of *"Expenditure of project was written on sign board of project at commune project site"* was 0.80. This was because the concrete project signboard was installed and marked at starting point area with specific meaning such; i) the name of commune, ii) length & width size, iii) fundig source & project cost, and vi) starding date & ending date. Hereby, it concluded this criteria was highly prioritized and rated the seven set criterias by the vast majority of surveyed respondents, and it was also valued 0.80 against set priority value and ranked as number 1.

3. Financial auditing was done by provincial financial officer:

in consistency with commune financial manual as well as law on administration and management of commune-sangkat, the financial officers of provincial finance division and provincial treasury officer accompanied by the officials of provinical planning and investment division, often reviewed and conducted spot-checks the financial status against approved commune annual budget plan. It was a kind of internal auditing activity which was assigned and appointed by

provincial finance division director and provincial treasury chief to conduct internal auditing on the administration and development costs of the commune administration. Hereby, the finding presented that the priority index of "*Financial auditing was done by provincial financial officer*" was 0.92 and ranked as number 1. This was because the financial officers of provincial finance division was a second key focal person after provincial treasury officer (first key focal person). The spot-checks and reviews of commune financial statements were made in any specific times of the fiscal year period. Hence, it concluded this criteria (part) was highly prioritized and valued among of seven set criterias, by vast majority of surveyed respondents, and it was also valued 0.92 against set priority and ranked as number 1.

- 4. Annual budget preparation participated by PBC members:** at end of each year, PBC members held a meeting to review the collocated budget and prepare commune annual budget for each year. The PBC members were comprised of the commune chief, deputy chief, female commune council member, and commune clerk. After completion of commune annual budget preparation, the PBC submitted a draft of annual budget to commune council to review and finalize during the commune council monthly meeting prior to submission of commune annual budget to the provincial board of governor for review and enforcement. Then, the final annual budget was submitted to the commune councilor for signature. Hereby, the finding proved

that the priority index of *"Annual budget preparation participated by PBC members"* was 0.78 and ranked as number 2. Based on this stated figure, it concluded that commune councils really developed and approved annual budget plan for its commune administration very year.

5. Expenditure on project was recorded based on commune

financial system: the expenditures and financial documents of laterite/earth road construction were recorded into a standard format at commune hall in line with commune financial system. The payment to laterite/earth road construction project was made in four steps. Furthermore, all C/S financial documents were also maintained at provincial treasury. Hereby, the finding proved that the priority index of *"Expenditure on project was recorded based on C/S financial system"* was 0.70 and ranked as number 3. It meant that each payment was recorded at commune hall by clerks and also sent to provincial treasury. Therefore, it concluded that all expenditures on commune project were actually reported and recorded in consistent with C/S financial system while it was ranked as number 3.

6. Contract awarding based on majority of votes of committee

members: based on results of the bid opening meeting and winner notice posted in the public, the PC decided to award a contract to the winning bidder (contractor). Hereby, the finding proved that the priority index of *"Contract awarding based on majority of votes of committee members"* was 0.68 and ranked as number 4. It meant the

qualified firm (bidders) who won the bidding with lower price was awarded the contract. Thus, it concluded that qualified firm with lower bid price was awarded the contract and it was ranked as number 4.

7. Financial statement posted in the public: owing to the financial statement of commune administration and development costs, the financial statement was spread out during monthly commune council meetings and posted on information board in front of each commune hall. It was also sent to the provincial treasury and provincial planning and investment division. Hence, the finding indicated that the priority index of "*financial statement posted in the public*" was 0.68. This was because the financial statements of commune administration were sent and shared with provincial treasury and provincial planning and investment division by the commune clerk while it was ranked as number 4. Hence, it concluded that commune financial statements were posted in the public as well as commune hall.

The findings of table 5.30 concerning the level of transparency application in the commune project execution, it summarized that the priority index of result of bidding is spread out in public and among of bidding firm who joined and expenditure of project was written on sign board of project at C/S project site were 0.80, followed by 0.78 for annual budget preparation participated by PBC members, and the lowest was 0.68 for financial statement posting in the public. Hereby, it was concluded the level of

transparency application in the commune projects was 0.73 on average and three fourth as compared to the set priority scale.

Throughout the finding of below table 5.31 showed that more than half of the village respondents (51.3 percent) rated as the neutral about the information of the local contribution dissemination of the C/S funded road projects, followed by 13.8 percent knew a little, while 18.8 percent did not know at all about it. Hence, it concluded that more than a half of surveyed respondents (63.75 percent) got to know the information of local contribution collection dissemination for the purpose of the implementation of the C/S rural road projects in their commune.

Table 5.31: Knowing Information of Local Contribution Dissemination for C/S Road Project

No	Options Description	# of village respondents surveyed	Percentage (%)
1	Do not know at all	15	18.80
2	Knowing little	11	13.80
3	Neutral	41	51.30
4	Knowing all	13	16.30
Total		80	100.00

Source: Own survey, 2015

The figure of below table 5.32 showed that the vast majority of total village respondents (82.5 percent) representing the grass-root people of both communes did not know the information of the project bidding process within their respective commune while only 12.5 percent sometimes knew about it. Thus, it concluded that the vast majority of respondents (82.5

percent) were informed and shared the information of C/S funded road project bidding process, where took place in their respective commune.

Table 5.32: Accessing to the Information of C/S Project Bidding Process

No	Options Description	# of village respondents	Percentage (%)
1	Non-known	26	32.50
2	Never	40	50.00
3	Sometimes	10	12.50
4	More often	4	5.00
5	Always	0	0.00
Total		80	100.00

Source: Own survey, 2015

The figure of table 5.33, the 36.3 percent of total village respondents knew little information on the uses of commune investment fund, while other 32.5 percent rated as neutral. Regarding the figure presented, it showed more than a half of respondents surveyed (61.25 percent) did not have access to and had not been informed the information on the uses of the commune investment fund in their respective commune.

Table 5.33: Accessing to Information on the Uses of C/S Investment Fund

No	Options Description	# of village respondents surveyed	Percentage (%)
1	Do not know at all	20	25.00
2	Know little	29	36.30
3	Neutral	26	32.50
4	Know all	5	6.30
Total		80	100.00

Source: Own survey, 2015

Index 5.34: Index of Access to Information of Local Contribution, C/S Project Bidding, and the Uses of the C/S Investment Fund (n=80)

Descriptions	Values				Total	Index
	1	2	3	4		
Information on local contribution dissemination for road project	20	29	26	5	80	2.20
Information on C/S project bidding process	26	40	10	4	80	1.90
Information on the uses of C/S investment fund	15	11	41	13	80	2.65

Source: Own survey, 2015

The findings of table 5.34 showed it definitely briefed and assessed as follows:

- 1) Access to information of the local contribution dissemination of C/S funded road project rated was 2.20. So, it concluded that it was good for information on local contribution dissemination for road project as compared to set value scale.
- 2) Access to information about commune project bidding process rated by surveyed respondents was 1.90. Thus, it concluded that its value was nearly two fourth or good as compared to set value scale.
- 3) Access to information about the uses of commune investment fund rated by surveyed respondents was 2.65. Therefore, it concluded that its value trended to above good as compared to set value scale.

As mentioned above in table 5.34, it was summarized and concluded that accessing to information about local contribution, commune project bidding process, and the uses of commune investment fund was 2.25 in an average as compared to the set value scale.

e) Responsiveness

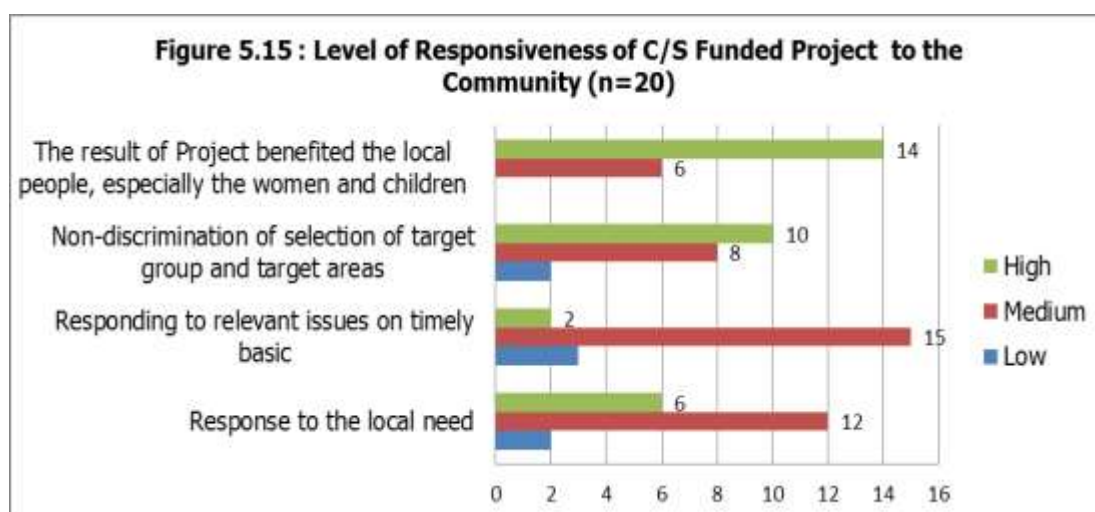
As the figure of table 5.35 presented, more than a half of total respondents surveyed (51.25 percent) rated the “responsiveness” of C/S funded projects to the actual needs of the communities as ‘medium’ level while 40 percent rated it as high level. Hence, it concluded the commune investment fund of both communes definitely responded to the actual problems and/or local needs of community people.

Table 5.35: Level of Responsiveness of C/S Projects to the Communities (n=20)

No	Options Description	Level of Responsiveness of C/S projects to the local needs			Total
		Low	Medium	High	
1	Response to the local need	2 (10)	12 (60)	6 (30)	20 (100)
2	Responding to relevant issues on timely basic	3 (15)	15 (75)	2 (10)	20 (100)
3	Non-discrimination of selection of target group and target areas	2 (10)	8 (40)	10 (50)	20 (100)
4	The result of Project benefited the local people, especially the women and children	0 (0.0)	6 (30)	14 (70)	20 (100)
Total (average)		8.75 %	51.25 %	40 %	-

Note: Figures in the parentheses indicating the percentage to the corresponding row total

Source: Own survey, 2015



Source: Own survey, 2015

The finding of the table 5.36 proved the confidence interval for mean in the adoption of the responsiveness in C/S funded road projects, was lower (2.11) in an average while 2.59 moved up to the upper level. Therefore, the standard deviation was 0.07. Thus it concluded that four variables of responsiveness had been applied in commune investment fund, were ranged between 2.11 (lower level) and 2.59 (upper level).

Table 5.36: 95% Confidence Interval for Mean in the Application of Responsiveness in C/S Investment Fund (n=20)

No	Types of cases/variables Description	Mean	N	95% Confidence Interval for Mean		ST DEV	Min	Max
				Lower	Upper			
1	Response to the local needs	2.15	20	1.85	2.45	0.09	1	3
2	Responding to relevant issues on timely basic	2.00	20	1.75	2.25	0.10	1	3
3	Non-discrimination of selection of target group and target areas	2.55	20	2.35	2.75	0.02	1	3
4	The result of Project benefited the local people, especially the women and children	2.70	20	2.50	2.90	0.05	1	3
	Total (Average)	2.35	-	2.11	2.59	0.07	-	-

Source: Own survey, 2015

Table 5.37: Index of Responsiveness Level of C/S Funded Road Projects to the Communities (n=20)

No	Criteria of Responsiveness	Priority Index	ranking in order of Priority
1	The result of Project benefited the local people, especially the women and children	0.85	I
2	Non-discrimination of selection of target group and areas	0.75	II
3	Response to the local need	0.60	III
4	Responding to relevant issues on timely basic	0.48	IV
	Total (average)	0.67	-

Note: Scale value ranging from 0 (low) to 1 (high)

Source: Own survey, 2015

In regards to table 5.37 presented the level of responsiveness of C/S funded road projects to the communities at commune level and the brief explanations of each criteria of responsiveness were provided and summarized as follows:

1. The result of project benefited the local people, especially the

women and children: the C/S funded road projects explicitly benefited community people in ways such as; transportation of agricultural products to market areas, linking rural people to urban people, pupils living in rural remote areas could go to school on time, the pregnant women had their health visited at state referral hospital or commune health center more often, and increased in local small business along roads. Therefore, the finding proved that the priority index of "*The result of project benefited the local people, especially the women and children*" was 0.85 and ranked as number 1. This was because it increased in price of agricultural products, access to market areas easily back and forth, number of transportation means, small-scale business, and school attendance/enrolment of community. Thus, it concluded that the results of C/S funded road project really benefited community people directly and indirectly.

2. Non-discrimination of selection of target group and target

areas: in accordance with project implementation manual, the selection of target group and project site of both communes were made and based upon the real priority needs of community people as well as the vast majority of commune council members. All grass-root

people living in village/commune had access to laterite/earth roads. Hereby, the finding proved that the priority index of "*Non-discrimination of selection of target group and target areas*" was 0.75 and ranked as number 2. This was because the target group and project site selection of each commune had been undertaken participatorily and based on the real priority need which addressed by community people during the village meeting of CDP/CIP step 1. Thus, it concluded that selection of the target group and project site of each village/ commune was not discriminated.

3. **Responsiveness to the local needs:** the local needs of community people addressed during the first village meeting of commune were prioritized and inserted into CDP/CIP. In each year, the annual budget was allocated for development work, especially the road projects, of which other remaining small amount of budget was also allocated for commune social development projects. In addition to commune investment fund, there were other NGO/IOs working in communes, allocated its budget to support to the priority project activities of CIP. Hereby, the finding presented that the priority index of "*responsiveness to the local needs*" was scored at 0.60 and ranked as number 3. This was because the community people who had addressed certain real problems or local needs during the first village meeting of CIP step 1, were responded and intervened such; construction and rehabilitation of earth/laterite roads, community pre-school, concrete/wooden bridges, and provision of bike-cycles to poor

rural students, transport fees to pregnant women for health checking, visiting and birth-giving. Therefore, it concluded the responsiveness to the local needs of community people really was made and ranked as number 3.

4. **Responding to relevant issues on timely basis:** as referred to cooperation and collaboration between provincial/district and commune administration, all commune chiefs always worked in closed cooperation with provincial/district officials when the requests had been made. Hereby, the finding presented that the priority index of “*responding to relevant issues on timely basic*” was 0.48 and ranked as number 4. This was because the provincial/district and provincial treasury officials provided the technical supports and assistance to commune administration whenever the commune chiefs and clerks requested for supports and/or interventions.

As above table 5.37 presented, the result of project benefited communities, especially the women and children, was rated at 0.85 and ranked as number 1, the non-discrimination of target group and target areas selection was 0.75 and ranked as number 2, and the lower priority index was 0.48 and ranked as number 4. Hence, it concluded that the priority index of responsiveness of C/S funded road projects to the communities was 0.67 as an average as compared to the set priority scale.

Through the table 5.38 showed that 37.5 percent of total village respondents indicated that the commune investment fund strongly responded to the priority needs of community, while 38.8 percent indicated it responded a little. Finally, it included that more than a half of total respondents (58.75 percent) representing the community said that the execution of the commune investment fund really responded to the priority need of the community people of both communes.

Table 5.38: C/S Investment Fund Responded to the Priority Problem/Local Need of People

No	Options description	# of village respondents surveyed	Percentage (%)
1	Not responded at all	2	2.50
2	Responding a little	31	38.80
3	Neutral	17	21.30
4	Strongly responded	30	37.50
Total		80	100.00

Source: Own survey, 2015

f) Efficiency and Effectiveness

Through the table 5.39 described below, more than half of the respondents (51.42 percent) rated as 'medium' level for "efficiency and effectiveness" which appeared in the C/S funded rural road projects, while other 39.28 percent valued it as 'high'. Hereby, it was concluded the efficiency and effectiveness of the implementation of C/S funded road projects really existed in both communes.

Table 5.39: Level of Application of Efficiency and Effectiveness in C/S Investment Fund (n=20)

No	Options Description	Level of efficiency & effectiveness applied in C/S projects			Total
		Low	Medium	High	
1	CIP is developed as per annual C/S Calendar	2 (10)	11 (55)	7 (35)	20 (100)
2	CIP is undertaken 100% as per set date	2(10)	13(65)	5(25)	20 (100)
3	Commune council members were assigned as per their role and skill	3 (15)	11 (55)	6 (30)	20 (100)
4	C/S fund expensed for CIP execution on time	1(5)	10(50)	9(45)	20 (100)
5	Budget allocated to project priority activity-CIP	3 (15)	8(40)	9(45)	20 (100)
6	Provincial/district technical officers performed roles to support to CC in preparing the project information, feasibility, and estimated budget for CS project.	1 (5)	9 (45)	10 (50)	20 (100)
7	C/S budget is used in CIP intervention economically	1 (5)	10 (50)	9 (45)	20 (100)
Total (average)		9.28%	51.42%	39.28%	-

Note: Figures in the parentheses indicating the percentage to the corresponding row total

Source: Own survey, 2015

The finding of below table 5.40 proved the confidence interval for mean in the level of application of efficiency and effectiveness in C/S funded road projects, was lower (2.06) on an average while 2.59 moved up to the upper level. Therefore, the standard deviation was 0.07. Hence, it concluded that seven variables of efficiency and effectiveness had been applied in C/S funded road projects, ranged between 2.06 (lower level) and 2.59 (upper level).

Table 5.40: 95% Confidence Interval for Mean in Efficiency and Effectiveness Applied in C/S Investment Fund (n=20)

No	Types of cases/variables Description	Mean	N	95% Confidence Interval for Mean		ST DEV	Min	Max
				Lower	Upper			
1	CIP is developed as per annual C/S Calendar	2.25	20	1.95	2.55	0.08	1	3
2	CIP is undertaken 100% as set date	2.20	20	1.90	2.45	0.09	1	3
3	Commune council members were assigned as per their role and skill	2.15	20	1.90	2.45	0.09	1	3
4	C/S fund expensed for CIP implementation on time	2.35	20	2.10	2.60	0.07	1	3
5	Budget allocated to proj-priority activity of CIP	2.40	20	2.10	2.70	0.09	1	3
6	Provincial/district technical officers support to CC on CS project execution process	2.50	20	2.30	2.75	0.02	1	3
7	C/S budget is used in CIP intervention more economically	2.40	20	2.15	2.65	0.08	1	3
	Total (Average)	2.32	-	2.06	2.59	0.07	-	-

Source: Own survey, 2015

Table 5.41: Index of Efficiency and Effectiveness Application in C/S investment fund

No	Criteria of Efficiency/Effectiveness	Priority Index	Ranking in order of priority
1	Provincial/district technical officers performed roles to support to CC in preparing the project information, feasibility, and estimated budget for CS project.	0.73	I
2	C/S fund expensed for CIP execution on time	0.70	II
3	C/S budget is used in CIP intervention economically	0.70	II
4	Budget allocated to project priority activity-CIP	0.65	III
5	CIP is developed as per annual C/S Calendar	0.63	IV
6	CIP is undertaken 100% as per set date	0.58	V
7	Commune council members were assigned as per their role and skill	0.58	V
	Total (average)	0.65	-

Note: Scale value ranging from 0 (low) to 1 (high)

Source: Own survey, 2015

Owing to above index 5.41 indicated the level of efficiency and effectiveness application in the C/S funded road projects at commune level, the brief explanations of each criteria of efficiency and effectiveness were provided and summarized as follows:

1. Provincial/district technical officers performed roles to support to commune councils in preparing the project information, feasibility study, and estimated budget for C/S

project: the provincial/district technical support officials took responsibilities for the provision of technical supports to commune councils for the project feasibility and safeguard study, preparing the project information, and estimation of C/S budget for rural road projects. One technical support official of the provincial/district administration was selected as the member of technical facilitation committee (TFC). Hereby, the finding presented that the priority index of *"Provincial/ district technical officers performed roles to support to CC in preparing the project information, feasibility, and estimated budget for CS project"* was 0.73 and ranked as number 1. It meant the provincial/district technical support officials started performing its role and responsibilities after the project site of each commune was identified and selected such:

- **Safeguard study** (feasibility): The first village meeting was organized to disseminate the study of land and environmental impacts to the villagers who lived at the project site. Then, the project feasibility study was conducted in the specific areas of

project site to understand of land and environmental impacts, and finally the project feasibility report was produced and submitted to provincial department of environment and rural development for final review and approval.

- **Estimated budget for C/S project:** Based on the number of width and length size of C/S road project and set standard price list, the budget was estimated ultimately.
- **Project information:** Based on the estimated budget and project design layout, the basic project information was prepared and printed out for signature.

Therefore, the study was concluded that the provincial/district technical officers performed roles and supported to both communes in preparing the project information, conducting the feasibility study, and estimating budget for C/S funded road projects while the three fourth of surveyed respondents rated at 0.76 compared to the set priority scale.

2. C/S fund expended for CIP execution on time: as referred to C/S finance procedure, the payment term of contract was divided into three stages: 1) first payment, 20% was made to contractor after transportation of construction materials to project site, 2) second payment was 60% when construction works was completed 100%, and 3) third payment (final) was 20% after the completion of 6-month project guarantee period. After receiving a payment request from a contractor in each phase as soon as the PMC conducted the field

monitoring visit to project site to check and ensure that construction work completed and aligned with agreed project information and expected outputs and then the physical progress of construction work was prepared for PMC chief to review and approve. As a result, it proved that the priority index of *"C/S fund expensed for CIP execution on time"* was 0.70 and ranked as number 2. This was because the PMC reviewed the physical progress report whenever the payment requests of the contractor were submitted to the commune administration. Then each payment was made as soon as the physical progress report and field monitoring report of PMC were reviewed and approved by PMC chief. Thus, it concluded that C/S fund definitely was expensed for CIP implementation on time while the majority of surveyed respondents rated at 0.70 compared to the set priority scale.

3. C/S budget is used in CIP intervention economically: in accordance with the commune project implementation manual (PIM) and procurement procedure (PC) , the C/S funded road project was bided down, PC members decided to select a company which comprise of a lower bid price and was awarded a contract. Then the remaining budget from bidding was extended to length of road project. Then the contract was prepared with a clear detailed budget line and unit cost. As a result, it showed that the priority index of *"C/S budget is used in CIP intervention economically"* was 0.70 and ranked as number 3. This was because approximately 10 % or 20 % of the total project value were bided down and the remaining budget

from project bidding was used to extend its to length of road project. Furthermore, the PMC and TFC were functioning to increase in the implementation of CIP as well as C/S funded road projects more efficiently and effectively. It therefore concluded that the commune budget was used for CIP intervention economically while nearly three fourth of total respondents rated 0.70 compared to the set priority scale.

4. Commune budget allocated to project priority activity-CIP:

Owing to approved CIP, the budget of development work was allocated to project priority activities, especially the physical infrastructure projects. As a result, it revealed that the priority index of "*Commune budget allocated to project priority activity-CIP*" was 0.65 and ranked as number 3. This was because the commune planning and budgeting committee (PBC) prepared its annual budget in line with C/S finance guideline after receiving the figure of the commune budget allocation from national level in each late year, and in each early year, the commune councilors reviewed and approved its annual budget for the CIP project priority activities. Hereby, it concluded that commune budget was already allocated for CIP project priority activities while almost three-fourth of the surveyed respondents rated at 0.65 compared to the set priority scale.

5. CIP is developed as per annual C/S Calendar: in consistent with law on administration management of commune-sangkat and CIP formulation technical guideline, the commune councils organized a

dissemination meeting of CIP formulation and its implementing schedule to relevant stakeholders. Prior to the formulation of CIP, the commune planning working group needed to review endorsed CDP as well as previous CIPs to ensure which priority project activities were completed and not carried out yet in the last year, then the CIP process was taken place aligning with CIP technical guideline. Per the results, it proved that the priority index of "*CIP is developed as per annual commune Calendar*" was 0.63 and ranked as number 4. It meant that each mandate of C/S council had to fulfill its obligational tasks in formulating the CIP every year in consistency with endorsed CDP as well as revision of the previous CIP implementation. Therefore, it concluded that CIP of each commune administration was developed as per annual calendar while more than a half of total respondents rated 0.63 compared to the set priority scale.

6. CIP is undertaken 100% as per set date: Every year, the CIP and its annual work plan were completed within a calendar year based on the provision of sufficient budget, but in practical reality, certain planned project activities of CIP were not carried out due to no budget or budget shortage, so those remaining activities in CIP were carried over to the next following year. But, the physical infrastructure project needed to be undertaken within a calendar year. As a result, it proved that the priority index of "*CIP is undertaken 100% as per set date*" was 0.58 and ranked as number 5. This was because the annual physical report and financial statement were developed, produced,

and disseminated to provincial and district administrations, especially the provincial treasury. Thus, it conducted that CIP was undertaken 100% as per planned schedule while more than half of surveyed respondents valued 0.58 as compared to set priority scale.

7. Commune council members were assigned as per their role

and skill: in consistency with the law on administration and management of commune-sangkat, the commune members were assigned the roles and responsibilities within a law framework, but it was slightly flexible in accordance with real situation of each commune administration. For instance, the commune chiefs were accountable for their grass-root people and to upper management level or government, the commune deputy chief was responsible for planning and budgeting, commune second deputy chief was also responsible for socio-economic works, the female commune council member focused on women and children affairs including social development issues, and other commune council members were assigned the relevant tasks in accordance to the practical aspects of stated C/S law. As the results, it proved that the rated priority of "*Commune council members were assigned as per their role and skill*" was 0.58 and ranked as number 5. It meant that all C/S council members took office were individually accountable and responsible for stated obligational functions. Therefore, it concluded that commune council members assigned as per their role and skill in line with law on administration

and management of commune-sangkat while more than half of surveyed respondents rated 0.58 against set priority scale.

The findings of table 5.41 presented a summary with high score of the priority index at 0.73 for “provincial/district technical officers performed roles to support to commune administration in preparing the project information”, followed by 0.70 for C/S fund expensed for CIP execution on time and C/S budget is used in CIP intervention economically, and the lowest score was 0.58. Therefore, it was concluded that on average the level of efficiency and effectiveness applied in commune investment fund was 0.65 against set priority scale.

As referred to section 5.3.1 presented earlier, the six components of the good governance which were applied in the commune investment fund are summarized in below table 5.42 as follows:

Table 5.42: Summary of Level of the Good Governance Applied in the C/S Investment Fund by Component

No	Description of good governance by component	Good governance applied in the C/S funded road projects by component (%)		
		Low	Medium	High
1	Rules of Law	8.33	48.33	43.33
2	Participation	10.00	53.33	36.67
3	Accountability	12.22	45.00	42.77
4	Transparency	3.57	46.42	56.52
5	Responsiveness	8.75	51.25	40.00
6	Efficiency & Effectiveness	9.28	51.42	39.28
Total (average)		8.69%	49.29%	42.01%

Source: Own survey, 2015

The finding of the table 5.42 summarized that the application of good governance into the commune investment fund had really existed in both

communes while the vast majority of surveyed respondents rated ranging from medium level (49.29%) to high level (42.01%) of the application of the good governance in C/S funded road projects. Hereby, the study entirely concluded that the six components of the good governance have been applied in the C/S funded road projects of both communes.

Table 5.43: Summary of Indexes on the Application of the Good Governance in the Commune Investment Fund

No	Component of good governance	Priority Index	Ranking in order of Priority
1	Transparency	0.73	I
2	Rule of Law	0.69	II
3	Responsiveness	0.67	III
4	Accountability	0.65	IV
5	Efficiency and Effectiveness	0.65	IV
6	Participation	0.63	V
Total (average)		0.67	-

Note: Scale value ranging from 0 (low) to 1 (high)

Source: Own survey, 2015

Owing to above table 5.43, the study summarized that the performance index on the level of the good governance application in the commune investment fund presented that the highest score was 0.73 for the transparency component, followed by 0.69 for the responsiveness and the lowest score was 0.63 for the participation. Hereby, it concluded that on average the good governance application in the commune investment fund was 0.67 against set priority scale. It meant the performance index of the good governance application tended to be a higher level. So, it was

recommended to have it improved for the next commune investment fund implementation periods.

Based on the first set hypothesis of the study, it stated that the hypothesis **Ho₁** "*There is no application of the good governance in the rural road projects due to commune investment fund*" was rejected. Hence, there is the application of the good governance in the rural road projects due to commune investment fund because the study found that the vast majority of the respondents (91.30 percent) proved evidently that six main components of the good governance were really adopted and integrated into the C/S funded road projects. Furthermore, the performance index of the application of the good governance in the commune investment fund also proved that it tended to above neutral (0.67). Therefore, the study concluded that the application and adoption of the good governance was really existed in the C/S funded road projects of both communes.

5.3.2 Level of Satisfaction with Good Governance Application in the Commune Investment Fund

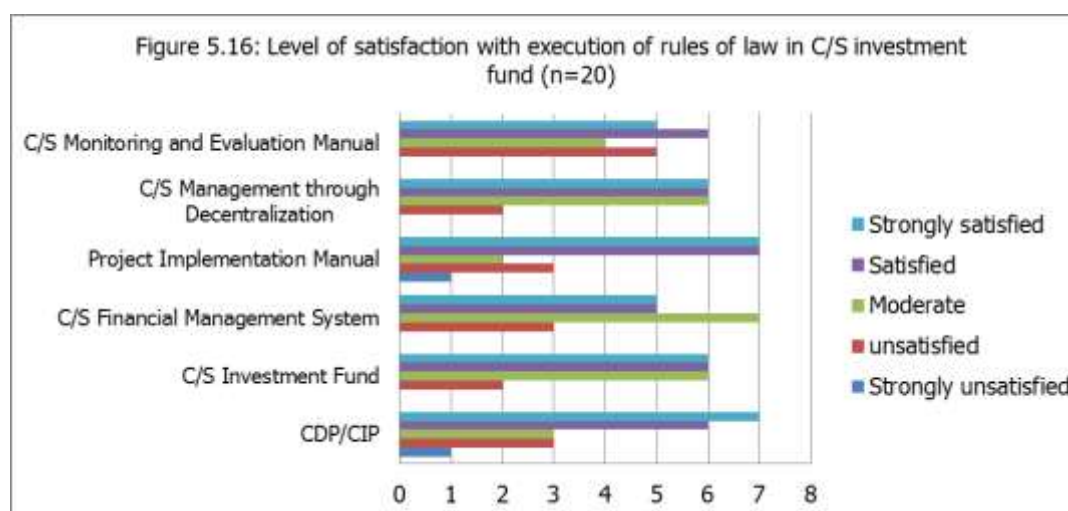
a) Rules of Law

Through the findings of table 5.44, the adoption of the "rules of law" in the C/S funded road projects was rated as strongly satisfactory based on the answers of 30 percent of surveyed respondents, while 30 percent was satisfied. Hence, it concluded the rules of law and its variables were applied in the C/S funded road projects as the vast majority of surveyed respondents rated between satisfied and strongly satisfied.

Table 5.44: Level of Satisfaction with Execution of Rules of Law in the C/S Funded Road Projects (n=20)

No	Options Description	Level of satisfaction with execution of rules of law in C/S funded projects					Total
		Strongly unsatisfied	unsatisfied	Moderate	Satisfied	Strongly satisfied	
1	CDP/CIP	1 (5)	3 (15)	3 (15)	6 (30)	7 (35)	20 (100)
2	C/S Investment Fund	0 (0.0)	2 (10)	6 (30)	6 (30)	6 (30)	20 (100)
3	C/S Financial Mgt System	0 (0.0)	3 (15)	7 (35)	5 (25)	5 (25)	20 (100)
4	Project Implementation Manual	1 (5)	3 (15)	2 (10)	7 (35)	7 (35)	20 (100)
5	C/S Mgt Vs Decentralization	0 (0.0)	2 (10)	6 (30)	6 (30)	6 (30)	20 (100)
6	C/S M & E Manual	0 (0.0)	5 (25)	4 (20)	6 (30)	5 (25)	20 (100)
Total (average)		0.83%	15%	23.33%	30%	30%	-

Note: Figures in the parentheses indicating the percentage to the corresponding row total
Source: Own survey, 2015



Source: Own survey, 2015

The finding of the table 5.45 proved the confidence interval for mean in level of satisfaction of rules of law adoption in C/S fund was lower (2.67) in an average while others (3.99) moved up to upper level. So, the

standard deviation was 0.14. The six variables of satisfaction with rules of law adoption were ranged between 2.67 (lower level) and 3.99 (upper level). Thus it concluded that the mean for level of the satisfaction of the rules of law was 3.68 in an average and tended to the upper level.

Table 5.45 95% Confidence Interval for Mean in Satisfaction of Rules of Law Applied in the C/S Funded Road Projects (n=20)

Types of cases/variables	Mean	N	95% Confidence Interval for Mean		ST DEV	Min	Max
			Lower	Upper			
CDP/CIP implementation	3.85	20	3.30	4.30	0.13	2	5
C/S fund investment implementation	3.80	20	3.40	4.20	0.12	2	5
C/S financial system implementation	3.60	20	3.15	4.05	0.11	1	5
C/S PIM execution	3.70	20	3.10	4.25	0.20	1	3
CS admin Mgt through decentralization implementation	3.70	20	0.22	3.25	0.12	2	5
C/S M&E Manual implementation	3.40	20	2.85	3.90	0.14	1	5
Total (average)	3.68	-	2.67	3.99	0.14	-	-

Source: Own survey, 2015

Table 5.46: Index of Satisfaction with Rules of Law Application in the C/S Funded Road Projects (n=20)

No	Rules of Law Aspects	Indexes	Ranking in order of satisfaction
1	C/S Investment Fund	0.71	I
2	CDP/CIP	0.66	II
3	Project Implementation Manual	0.60	III
4	C/S M & E Manual	0.60	III
5	C/S Financial Mgt System	0.56	IV
6	C/S Mgt through Decentralization	0.50	V
	Total (average)	0.61	-

Note: Value Scale: dissatisfied (-1.0), Neutral (0.0), Satisfied (+1.0)

Source: Own survey, 2015

Throughout the index 5.46, the satisfaction with the rules of law applied in the commune investment fund was summarized with brief description as follows:

1. **Commune Investment Fund:** Due to this, it included both commune administration (operations focused on C/S monthly salary, monthly meeting, and transport fees of pregnant women) and development costs (investments focused on the earth/laterite road, concrete pipe/bridge construction and rehabilitation) of the commune administration. The annual budget allocation was made from the national level and satisfied by commune council. The finding presented that the value index of commune investment fund was 0.71 and ranked as number 1. Thus, it concluded that it was satisfied and really tended to above neutral against set value scale.
2. **Commune Development Plan/Commune Investment Program (CDP/CIP):** CDP/CIP was formulated and disseminated to relevant stakeholders in the province in each mandate commune council. Then, the CDP/CIP was also implemented within the communes. As the finding presented that the CDP/CIP was satisfied and the value index of CIP/CDP was 0.66 against set value scale and ranked as number 2. Hereby, it concluded that more than half of surveyed respondents were satisfied with CDP/CIP because the five-year CDP was formulated and three-year rolling CIP was also developed and carried out every year.
3. **Project Implementation Manual (PIM):** PIM was adopted and applied into the commune investment fund by commune council during the implementation of C/S funded road project. It found that all

concerned stakeholders satisfied with PIM adoption and the value index of PIM performance was 0.60 against set value scale and ranked as number 4. Thus, it concluded that more than half of surveyed respondents satisfied with it because the implementation of the C/S funded road projects absolutely required it to ensure its rightfulness and consistency.

4. **C/S Monitoring & Evaluation Manual:** the C/S M&E manual was deployed and applied for the C/S funded road project by project management committee (PMC) and technical facilitation committee (TFC). The results presented that the index of C/S M&E manual was 0.60 and ranked as number 4. Hereby, it concluded that it was satisfied and really tended to below neutral compared to the set value scale.
5. **C/S Financial Management System:** it was deployed and applied into C/S investment fund by planning and budgeting committee (PBC) and project management committee (PMC). The finding indicated the value index of C/S financial management system was 0.56 and ranked as number 5. Hence, it concluded that it was satisfied and absolutely trended to below neutral as compared to set value scale.
6. **C/S Management vs Decentralization:** the CDP/CIP development process and commune annual budget preparation took place at commune administration and was led by commune chief. The finding revealed that the value index of commune management vs decentralization was 0.50 and ranked as number 5. Therefore, it

concluded that it was satisfied and explicitly tended to below neutral against set value scale.

Based upon above table 5.45, the study found and summarized the highest score of C/S investment fund was 0.71, followed by 0.66 for CDP/CIP performance, and the lowest score was 0.50 for C/S management through decentralization. Hereby, it concluded that the rules of law adoption in the C/S investment fund was rated as above neutral (0.61) against set value scale on average and it was recommended to have it further improved for the next implementation period.

b) Participation

Table 5.47: Level of Satisfaction with Participation in the Implementation of the C/S Funded Road Projects (n=20)

No	Options Description	Level of Participation in the execution of C/S Funded Projects					Total
		Strongly unsatisfied	Unsatisfied	Mode-rate	Satisfied	Strongly satisfied	
1	Comments sharing of CC about CIP with District officials	0 (0.0)	5 (25)	3 (15)	9 (45)	3 (15)	20 (100)
2	Comments sharing of CC about CIP with CBOs	0 (0.0)	4 (20)	5 (25)	11 (55)	0 (0.0)	20 (100)
3	Comments sharing of CC about CIP with NGOs	1 (5)	1 (5)	8 (40)	9 (54)	1 (5)	20 (100)
4	CIP information sharing to CC and other C/S committee members	1 (5)	0 (0.0)	9 (45)	5 (25)	5 (25)	20 (100)
5	People's participation in addressing problems and needs of communities	0 (0.0)	2 (10)	6 (30)	7 (35)	5 (25)	20 (100)

6	People's participation in prioritizing the addressed problems and needs of the communities	0 (0.0)	2 (10)	6 (30)	7 (35)	5 (25)	20 (100)
7	People's participation in selecting the road project site with BPC & CC	0 (0.0)	2 (10)	6 (30)	7 (35)	5 (25)	20 (100)
8	Resource mobilization for project execution of CC	0 (0.0)	1 (5)	7 (35)	7 (35)	5 (25)	20 (100)
9	People's participation in the execution of BPC/CC	0 (0.0)	3 (15)	5 (25)	7 (35)	5 (25)	20 (100)
10	People's participation in implementation of C/S project M & E	1 (5)	2 (10)	7 (35)	9 (45)	1 (5)	20 (100)
	Total (average)	1.50%	11%	31%	39%	17.50%	-

Note: Figures in the parentheses indicating the percentage to the corresponding row total

Source: Own survey, 2015

Through the figures of the table 5.47 revealed the “participation” of local people in the implementation of the C/S funded road projects was rated as ‘satisfied’ by 39 percent, followed by 31 percent rated as ‘moderate’, while the 17.50 percent of respondents was strongly satisfied, and other remaining figures presented in the table. Hereby, it concluded that the participation of local people in the implementation of C/S funded road projects at both communes received a high majority.

Table 5.48: 95% Confidence Interval for Mean in Satisfaction with Participation Applied in the C/S Funded Projects (n=20)

No	Types of cases/variables	Mean	N	95% Confidence Interval for Mean		ST DEV	Min	Max
				Lower	Upper			
1	Comments sharing of CC about CIP with District officials	3.70	20	3.25	4.10	0.13	2	5

2	Comments sharing of CC about CIP with CBOs	3.30	20	2.90	3.65	0.09	2	4
3	Comments sharing of CC about CIP with NGOs	3.35	20	2.85	3.75	0.19	1	5
4	CIP information sharing to CC and other C/S committee members	3.65	20	3.20	4.05	0.17	1	5
5	People's participation in addressing problems and needs of communities	3.65	20	3.20	4.05	0.11	1	5
6	People's participation in prioritizing the addressed problems and needs of the communities	3.70	20	3.25	4.10	0.12	2	5
7	People's participation in selecting the road project site with BPC & CC	3.65	20	3.20	4.10	0.11	2	5
8	Resource mobilization for CC's project execution	3.70	20	3.25	4.15	0.18	1	5
9	People's participation in the execution of project BPC and CC	3.65	20	3.20	4.10	0.12	2	5
10	People's participation in the implementation of C/S project M&E	3.10	20	2.60	3.50	0.14	1	4
	Total (Average)	3.55	-	3.09	3.95	0.14	-	-

Source: Own survey, 2015

The finding of the table 5.48 proved the confidence interval for mean in satisfaction of participation applied in C/S fund was lower (3.09) in an average while 3.95 moved up to the upper level. So, the standard deviation was 0.14. Satisfying with ten variables of the participation was ranged between 3.09 (lower level) and 3.95 (upper level). Herefore, it concluded that the mean for level of satisfaction with participation in the C/S funded

road projects execution was 3.55 on average and tended to the upper level.

Table 5.49: Index of Satisfaction with Participation in the C/S Funded Road Projects (n=20)

No	Participation aspects	Index	Ranking in order of participation
1	People's participation in addressing problems and needs of communities	0.60	I
2	People's participation in prioritizing the addressed problems and needs of the communities	0.60	I
3	People's participation in selecting the road project site with BPC & CC	0.60	I
4	Resource mobilization for project execution of CC	0.60	I
5	People's participation in the execution of project BPC and CC	0.60	I
6	Comments sharing of CC about CIP with CBOs	0.60	I
7	Comments sharing of CC about CIP with District/municipal officials	0.55	II
8	Comments sharing of CC about CIP with NGOs	0.50	III
9	People's participation in the implementation of C/S project Monitoring and evaluation	0.50	III
10	CIP information sharing to CC and other C/S committee members	0.50	III
Total (average)		0.56	-

Note: Value Scale: dissatisfied (-1.0), Neutral (0.0), Satisfied (+1.0)

Source: Own survey, 2015

Through the table 5.49, the satisfaction with the participation of communities in the execution of C/S funded road projects was summarized with brief explanations as follows:

1. **People's participation in addressing problems and needs of the communities:** as the finding showed that the value index rating was 0.60 and ranked as number 1. This was because, the first village meeting was held to communities and other stakeholders working in both communes to identify and address the problem and real needs of

the community people. The priority project activities then were identified and prioritized for CIP. Hence, it concluded that people's participation in addressing problems and local needs of the communities occurred and trended to above neutral compared to the set value scale.

2. **People's participation in prioritizing the addressed problems**

and needs of the communities: as the finding showed that the value index rating was 0.60 and ranked as number 1, because the community people of each commune were invited to engage in analyzing and prioritizing the addressed problems and real needs for integrating in CIP. It, therefore, concluded that the people's participation in prioritizing the addressed problems and local needs of the communities occurred and trended to above neutral compared to the set value scale.

3. **People's participation in selecting the road project site with**

BPC & CC: as the finding showed that the value index rating was 0.60 and ranked as number 1, because the community people of both communes were requested to engage in the selection of the C/S funded road project site in each target village with BPC and CC during the project feasibility/safeguard study. It, therefore, concluded that the people's participation in selecting the road project site with BPC & CC happened and trended to above neutral compared to the set value scale.

4. **Resource mobilization for project execution of CC:** in addition to

the commune investment fund, the local contributions of the community people of each commune were mobilized by project management committee (PMC) for the purpose of road construction projects. Hence, the finding indicated that the value index rating of resource mobilization for project execution of the commune council was 0.60 and ranked as number 1. It, therefore, concluded that resource mobilization for project execution was made by CC and trended to above neutral compared to the set value scale.

5. People's participation in the execution of project with BPC

and CC: besides the involvement of BPC and CC in the implementation of C/S funded road projects, the grass-root people living along road side were also encouraged to participate in the implementation of C/S funded road project and report to PMC or commune council (CC) when they saw the construction activities not normal. As the results, it showed the value index rating was 0.60 and ranked as number 1. Hence, it concluded that people's participation in the execution of road project with BPC and commune council took place and trended to above neutral compared to the set value scale.

6. Comments sharing of CC about CIP with CBOs: As the result, it presented the rating of value index was 0.60 and ranked as number 1. This was because the comments about CIP provided were shared to community-based organizations (CBO) by commune councils during the monthly meetings of commune council and also posted on C/S information board in front of commune hall. It herefore concluded that

comments sharing about CIP with CBOs by commune council was took place and moderately satisfactory compared to the set value scale.

7. Comments sharing of CC about CIP with district/municipal

officials: as the finding presented, the value index rating was 0.55 and ranked as number 2. This was because the comments on CIP were shared to district/municipal officials by commune council during the monthly meeting of commune council and other meetings at commune and district/municipal levels also posted on information board in front of commune hall. Hereby, it concluded that comments sharing about CIP provided by commune council and tended to above neutral compared to the set value scale.

8. Comments sharing of CC about CIP with NGOs:

as the finding presented that the value index rating was 0.50 and ranked as number 3. This was because the comments on CIP was shared to NGOs by the commune council during the monthly meetings of commune councils and other meetings at commune levels and also posted on an information board in front of commune hall. Hereby, it concluded that comments sharing of CC about CIP with NGOs were made and was moderately satisfactory compared to the set value scale.

9. People's participation in the implementation of C/S project M

& E: besides the involvement of BPC and CC in road project monitoring and evaluation, the grass-root people living along the road side were also encouraged to conduct monitoring and evaluation of C/S funded road project and report to PMC or CC. As a result, it

showed the value index rating of it was 0.50 and ranked as number 3. Hereby, it concluded that people's participation in the implementation of C/S project M & E was moderately satisfactory.

10. CIP information sharing to CC and other C/S committee

members: as the finding presented that the value index rating was 0.50 and ranked as number 3. The CIP information was shared with CCs and other C/S committee members during the monthly meeting and extra-ordinary meeting of C/S council. Thus, it was concluded that CIP information shared with commune council and other commune committee members was made and was moderately satisfactory compared to the set value scale.

The entire finding of above table 5.49 summarized that the highest score was 0.60 for six criteria of participation, followed by 0.55 for comments sharing of CC about CIP with District/municipal officials, and the lowest score was 0.33 for comments sharing of CC about CIP with NGOs and people's participation in the implementation of C/S funded project monitoring and evaluation. The study therefore concluded that satisfaction with the participation in the implementation of the C/S funded road projects was 0.56 on average and it tended to above neutral against set value scale. So, it was recommended to have it further improved for the next implementation period.

c) Accountability

Table 5.50: Level of Satisfaction with Accountability Applied in the C/S Funded Road Projects (n=20)

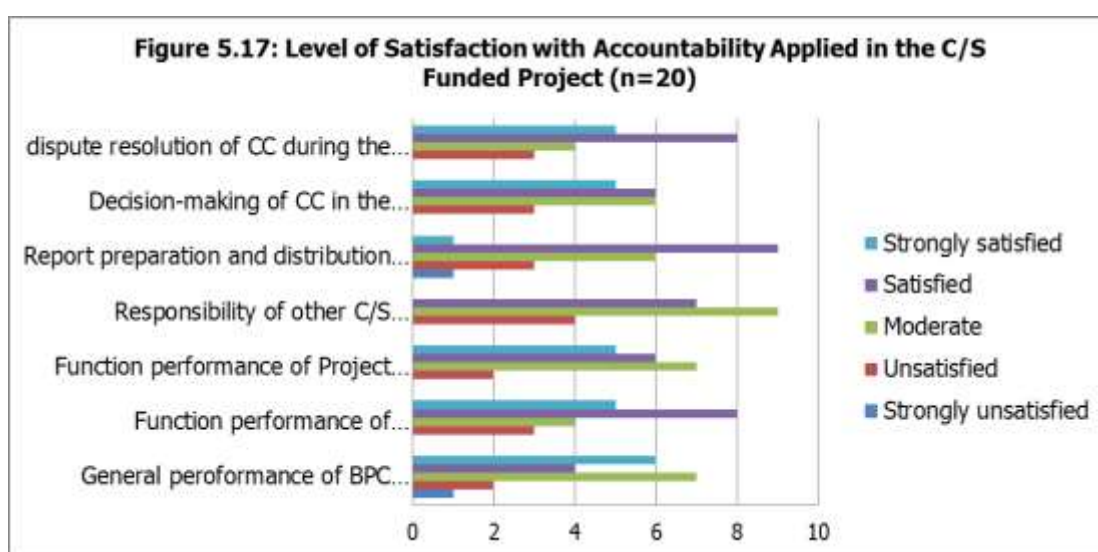
No	Options Description	Level of Satisfaction with Accountability Applied in C/S Funded Projects					Total
		Strongly unsatisfied	Unsatisfied	Mode-rate	Satisfied	Strongly satisfied	
1	General performance of BPC members	1 (5)	2 (10)	7 (35)	4 (20)	6 (30)	20 (100)
2	Function performance of procurement committee	0 (0.0)	3 (15)	4 (20)	8 (40)	5 (25)	20 (100)
3	Function performance of Project Mgt Committee	0 (0.0)	2 (10)	7 (35)	6 (30)	5 (25)	20 (100)
4	Responsibility of other C/S committee on quality and result of the road project execution	0 (0.0)	4 (20)	9 (45)	7 (35)	0 (0.0)	20 (100)
5	Report preparation and distribution of C/S road project results of CC	1 (5)	3 (15)	6 (30)	9 (45)	1 (5)	20 (100)
6	Decision-making of CC in the implementation of road project	0 (0.0)	3 (15)	6 (30)	6 (30)	5 (25)	20 (100)
7	dispute resolution of CC during the implementation of road project	0 (0.0)	3 (15)	4 (20)	8 (40)	5 (25)	20 (100)
Total (average)		1.42 %	14.28%	30.71%	34.28%	19.28%	-

Note: Figures in the parentheses indicating the percentage to the corresponding row total

Source: Own survey, 2015

Based on the figure of above table 5.50, the 34.28 percent of total respondents satisfied with the execution of "accountability" in C/S funded

projects, followed by 19.28 percent strongly satisfied, while 30.71 percent were moderately satisfied, and the remaining figures were also presented. Hence, it concluded that the application of the accountability component in the commune investment fund was increasingly satisfied by the vast majority of surveyed respondents.



Source: Own survey, 2015

The finding of the table 5.51 proved the confidence interval for mean in satisfaction with the application of accountability in C/S fund was lower (3.09) on average while 4.00 moved up to the upper level. So, the standard deviation was 0.11. Satisfying with seven variables of accountability had been ranged between 3.09 (lower level) and 4.00 (upper level). Hereby, it concluded that the mean for level of satisfaction with accountability in the C/S funded road project executions was 3.54 on average and tended to the upper level.

Table 5.51: 95% Confidence Interval for Mean in Satisfaction with accountability applied in the C/S Funded Projects (n=20)

No	Types of cases/variables	Mean	N	95% Confidence Interval for Mean		ST DEV	Min	Max
				Lower	Upper			
1	General performance of BPC members	3.45	20	2.90	3.95	0.12	1	5
2	Function performance of procurement committee	3.60	20	3.10	4.05	0.12	2	5
3	Function performance of PMC	3.60	20	3.10	4.10	0.11	2	5
4	Responsibility of other C/S committee on quality and result of the road project execution	3.60	20	3.10	4.10	0.11	2	4
5	Report preparation and distribution of C/S road project results of CC	3.25	20	2.90	3.60	0.09	1	4
6	Decision-making of CC in the implementation of road project	3.60	20	3.25	4.10	0.12	2	5
7	dispute resolution of CC during the implementation of road project	3.70	20	3.25	4.10	0.12	2	5
	Total (Average)	3.54	-	3.09	4.00	0.11	-	-

Source: Own survey, 2015

Table 5.52: Index of Satisfaction with Accountability Applied in the C/S Funded Road Projects (n=20)

No	Accountability aspects	Index	Ranking in order of accountability
1	Function performance of procurement committee	0.65	I
2	dispute resolution of CC during the implementation of road project	0.65	I
3	Function performance of PMC	0.55	II
4	Decision-making of CC in the implementation of road project	0.55	II
5	General performance of BPC members	0.50	III
6	Report preparation and distribution of C/S road project results of CC	0.50	III
7	Responsibility of other C/S committee on quality and result of the road project execution	0.35	IV
	Total (average)	0.60	-

Note: scale values: dissatisfied (-1.0), Neutral (0.0) and Satisfied (1.0)

Source: Own survey, 2015

Throughout the table 5.52, the satisfaction with the execution of the accountability in the C/S funded road projects was summarized with brief explanations as follows:

1. **Function performance of procurement committee (PC):** as the finding showed that the value index rating was 0.65 and ranked as number 1, because PC members were accountable for CC members and to contractors (firm). The PC performed its roles and responsibilities such as ; i) receiving bid document envelopes, ii) bid opening meeting organizing, iii) bid evaluation meeting organizing, and iv) bid result announcing. Hereby, it concluded that PC function performances occurred and its result tended to above neutral level compared to the set value scale.
2. **Dispute resolution of CC during the implementation of road project:** as the finding presented the value index rating was 0.65 and ranked as number 1, because commune council (CC) and project management committee (PMC) played main roles in conducting safeguard studies (incl: land and invironmental) of community people in a project site and dealing with those addressed local problems. Thus, it concluded that dispute resolutions of CC during the implementation of road project period actually were taken place in their respective commune and its reults trended to above neutral level compared to the set value scale.
3. **Function performance of project management committee (PMC):** as the finding showed that the value index rating was 0.55

and ranked as number 2, because PMC played important roles in i) conducting safeguard study, ii) implementing, monitoring, evaluating, and reporting the construction progress of C/S funded road projects. Hereby, it concluded that PMC function performances were really carried out and its result tended to above neutral level compared to the set value scale.

4. Decision-making of CC in the implementation of road project:

as the finding presented the value index rating of it was 0.55 and ranked as number 2. This was because after the number of infrastructure project identified and listed for discussion during extraordinary meeting or monthly meeting of commune council. Then, CC members decided to prioritize and select based on the vast majority of CC. Hereby, it concluded that the decision-making of CC in the implementation of road project was made and its result tended to above neutral compared to the set value scale.

5. General performance of PBC members: as the finding found that the value index rating was 0.50 and ranked as number 3, because the main function of PBC focused on i) preparation of C/S annual budget plan including detailed administration and development costs, and ii) developing the annual budget plan separately for social development projects such as the issues of women and girls. Hereby, it concluded that general performance of PMC was undertaken and was moderately satisfactory.

6. Report preparation and distribution of C/S road project

results of CC: as the finding presented the value index rating was 0.50 and ranked as number 3, because the commune chief as a project management committee chief, led PMC members in preparing and disseminating the commune road project reports in the public. The reports were also posted on information board in front of commune hall, reported in monthly meeting of commune council, and other two copies of reports were submitted to technical facilitation committee (TFC) and provincial planning and investment division (PID). Hence, it concluded that report preparation and distribution of road projects of commune council were made accordingly and this result was moderately satisfactory.

7. **Responsibility of other C/S committees on quality and result of the road project execution:** as the finding found that the value index rating was 0.35 and ranked as number 4, because those committees engaged in provided technical supports to the construction of the road project at commune level, those commune committees were comprised of i) planning and budgeting committee (PBC), ii) procurement committee (PC), iii) project management committee, iv) technical facilitation committee (TFC), engaged in related activities of C/S funded road project implementation. Hereby, it concluded that PMC functions were fulfilled and its result tended to below neutral against set value scale.

The entire finding of the table 5.52 summarized that the highest score

for function performance of procurement committee and dispute resolution of CC during the implementation of road project were 0.65, followed by 0.55 and the lowest score for Responsibility of other C/S committee on quality and result of the road project execution was 0.35. It, therefore, concluded that satisfaction with accountability of the C/S funded road project execution was 0.60 on average and it tended to above neutral level as compared to set value scale. So, it was suggested that it be better improved for the next implementation period.

d) Transparency

Through the table 5.53, the “transparency” of the C/S funded projects execution proved that; 33 percent of total respondents rated as strongly satisfied while 29 percent satisfied, the 25 percent rated as medium and the remaining figures shown in the table. Hereby, it concluded that the components of transparency explicitly were applied in the C/S investment fund of both communes due to the confirmation of the vast majority of surveyed respondents.

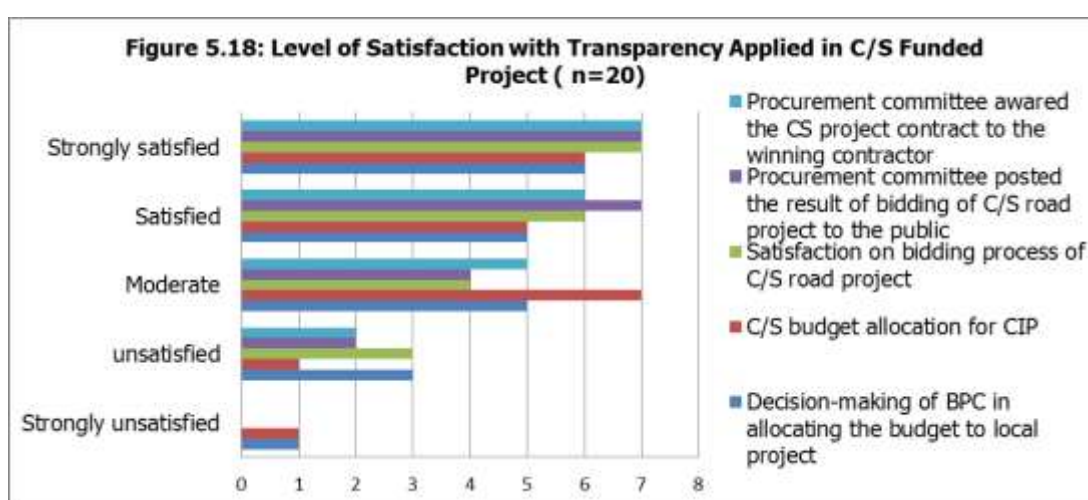
Table 5.53: Level of Satisfaction with Transparency Applied in the C/S Funded Road Projects (n=20)

No	Options Description	Level of satisfaction on transparency applied in C/S funded projects					Total
		Strongly unsatisfied	unsatisfied	Mode-rate	Satisfied	Strongly satisfied	
1	Decision-making of BPC in allocating the budget to local project	1 (5)	3 (15)	5 (25)	5 (25)	6 (30)	20 (100)
2	C/S budget allocation for CIP	1 (5)	1 (5)	7 (35)	5 (25)	6 (30)	20 (100)

3	Satisfaction with bidding of C/S road project	0 (0.0)	3 (15)	4 (20)	6 (30)	7 (35)	20 (100)
4	PC posted the result of bidding of C/S road project to the public	0 (0.0)	2 (10)	4 (20)	7 (35)	7 (35)	20 (100)
5	PC awarded the CS project contract to winning contractor	0 (0.0)	2 (10)	5 (25)	6 (30)	7 (35)	20 (100)
Total (average)		2%	11%	25%	29%	33%	-

Note: Figures in the parentheses indicating the percentage to the corresponding row total

Source: Own survey, 2015



Source: Own survey, 2015

The finding of the table 5.54 showed the confidence interval for mean in satisfaction with the application of transparency in the C/S funded road project was lower (3.43) on average while 4.49 moved up to the upper level. So, the standard deviation was 0.14. Satisfying with five variables of transparency was ranged between 3.43 (lower level) and 4.49 (upper level). Hereby, it was concluded that the mean for level of satisfaction with the execution of transparency in the C/S funded road project was 3.88 on average and tended to the upper level.

Table 5.54: 95% Confidence Interval for Mean in Satisfaction with Transparency Applied in the C/S Funded Road Project (n=20)

No	Types of cases/variables Description	Mean	N	95% Confidence Interval for Mean		ST DEV	Min	Max
				Lower	Upper			
1	Decision-making of BPC in allocating the budget to local project	3.60	20	3.05	4.10	0.15	1	5
2	C/S budget allocation for CIP	3.70	20	3.20	4.15	0.19	1	5
3	Satisfaction with bidding process of C/S road project	4.10	20	3.70	4.50	0.19	2	5
4	Procurement committee posted the result of bidding of C/S road project to the public	4.05	20	3.65	4.40	0.12	2	5
5	Procurement committee awarded the CS project contract to the winning contractor	3.95	20	3.55	4.30	0.12	2	5
	Total (Average)	3.88	-	3.43	4.29	0.15	-	-

Source: Own survey, 2015

Table 5.55: Index of Satisfaction with Transparency Applied in the C/S Funded Road Projects (n=20)

No	Transparency aspects	Index	Ranking in order of transparency
1	Procurement committee posted the result of bidding of C/S road project to the public	0.70	I
2	Decision-making of BPC in allocating the budget to local project	0.65	II
3	Satisfaction with bidding process of C/S road project	0.65	II
4	C/S budget allocation for CIP	0.55	III
5	Procurement committee awarded the CS project contract to the winning contractor	0.55	III
	Total (average)	0.62	-

Note: scale values: dissatisfied (-1.0), Neutral (0.0), Satisfied (+ 1.0)

Source: Own survey, 2015

Through the table 5.55 showed the satisfaction with the application of the transparency in the C/S funded road projects execution was summarized with

brief explanation as follows:

1. **Procurement committee (PC) posted the bidding result of C/S road project to the public:** as a result showed that the value index rating was 0.70 and ranked as number 1, because the PC disseminated and posted the results of the bid opening meeting on information boards at commune hall as soon as the bid meeting came to an end. These results also were submitted to NCDD safeguard unit for prior to review before submission to World Bank for final reviews and endorsement. Hereby, it concluded that PC posted the bidding results of C/S funded road project to the public and its result tended to above neutral level compared to the set value scale.
2. **Decision-making of BPC in allocating the budget to local project:** as the result proved that the value index rating was 0.65 and ranked as number 2, because owing to the awarded C/S project contract, the BPC held a meeting to discuss on the remaining budget after completion of bidding meeting. Then this remaining budget was extended kilometers of road length more. Hereby, it concluded that decision making of BPC in allocating the budget to local project tended to above neutral against set value scale.
3. **Satisfaction on bidding process of C/S road project:** as a result indicated that the value index rating was 0.65 and ranked as number 2 because the bidding process of C/S procurement committee focused on following main activities such as; i) receiving bid document envelopes of each company, ii) bid opening meeting, iii) bid evaluation

meeting, and iv) bid result announcement in the public. Therefore, it concluded that satisfaction on bidding process of commune road project tended to above neutral compared to the set value scale.

4. **C/S budget allocation for CIP:** as a result presented that the value index rating was 0.55 and ranked as number 3, because after receiving C/S annual budget allocation from national level (MEF/MoI-NCDD), the commune budget for development work was reviewed and continued allocating by PC to CIP in each year. Thus, it concluded that commune budget allocation for CIP trended to above neutral compared to the set value scale.

5. **Procurement committee (PC) awarded the C/S project contract to the winning contractor:** as the result proved that the value index rating was 0.55 and ranked as number 3, because in according to the bid result announcement, the PC held a quick PC meeting to discuss and decide in awarding a project contract to winning bidders (company). Therefore, it concluded that PC awarded the commune project contract to the winning bidders (contractors) trended to above neutral compared to the set value scale.

Based on the entire finding of the table 5.55, the study summarized the highest score for "*procurement committee posted the bidding result of C/S road project in the public*" was 0.72, followed by 0.65 for decision-making of BPC in allocating the budget to local project and satisfaction on bidding process of C/S road project, and the lowest score for C/S budget allocation

for CIP and Procurement committee awarded the CS project contract to the winning contractor were 0.55. It, therefore, concluded that on average the satisfaction with the application of the transparency in C/S funded road project was above neutral (0.62) compared to the set value scale. So, it was requested that it be improved for the next implementation period.

e) Responsiveness

The entire finding of table 5.56 indicated the “responsiveness” of commune fund investment to the addressed local needs of the communities was satisfactory by 43.57 percent of total respondents, followed by 20 percent were strongly satisfied, while 26.25 percent rated as neutral and the remaining figures were presented in this table. It therefore concluded the vast majority of total respondents stressed on the responsiveness of commune investment fund to the real problems or local needs of the communities, really existed in both communes.

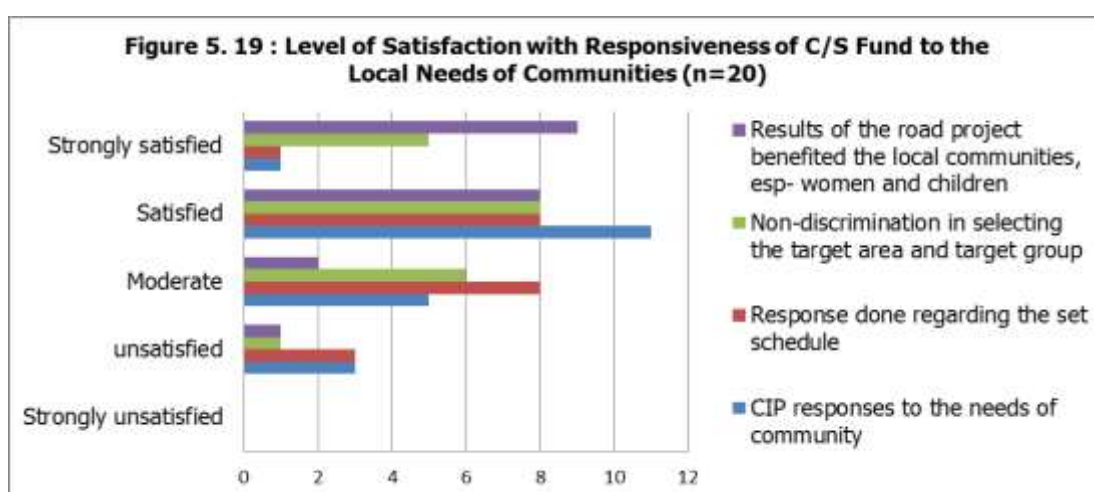
Table 5.56: Satisfaction with Responsiveness of C/S Investment Fund to the Local Needs of Communities (n=20)

No	Options Description	Level of Satisfaction on Responsiveness of C/S Fund to local needs of communities					Total
		Strongly unsatisfied	unsatisfied	Mode-rate	Satisfied	Strongly satisfied	
1	CIP response to the needs of community	0 (0.0)	3 (15)	5 (25)	11 (55)	1 (5)	20 (100)
2	Response done per the set schedule	0 (0.0)	3 (15)	8 (40)	8 (40)	1 (5)	20 (100)
3	Non-discrimination in selecting the target area/group	0 (0.0)	1 (5)	5 (25)	8 (40)	5 (25)	20 (100)

4	Results of road project benefited community, esp- women and children	0 (0.0)	1 (5)	2 (10)	8 (40)	9 (45)	20 (100)
Total (average)		0	10%	26.25%	43.57%	20%	-

Note: Figures in the parentheses indicating the percentage to the corresponding row total

Source: Own survey, 2015



Source: Own survey, 2015

Through findings of table 5.57 presented the confidence interval for mean in satisfaction with responsiveness of C/S investment fund to the local needs of communities in both communes was lower (3.37) on average while 4.15 moved up to the upper level. So, the standard deviation was 0.84. Level of satisfaction with responsiveness was ranged between 3.37 (lower level) and 4.14 (upper level). Hereby, it was concluded that the mean for satisfaction with responsiveness of C/S investment fund to the local needs of communities was 3.76 on average and tended to the upper level.

Table 5.57: 95% Confidence Interval for Mean in Satisfaction with Responsiveness of C/S Investment Fund to the Local Needs (n=20)

No	Types of cases/variables Description	Mean	N	95% Confidence Interval for Mean		ST DEV	Min	Max
				Lower	Upper			
1	CIP responses to the needs of community	3.4	20	3.05	3.75	0.75	2	4
2	Response done regarding the set schedule	3.4	20	3.02	3.78	0.82	2	5
3	Non-discrimination in selecting the target area and target group	4	20	3.6	4.4	0.85	2	5
4	Results of the road project benefited the local community, especially women and children	4.25	20	3.82	4.68	0.91	2	5
	Total (Average)	3.76	-	3.37	4.15	0.83	-	-

Source: Own survey, 2015

Table 5.58: Index of Satisfaction with Responsiveness of C/S Investment Fund to the Local Needs of Communities (n=20)

No	Responsiveness aspects	Indexes	Ranking in order of responsiveness
1	Response done regarding the set schedule	0.85	I
2	Non-discrimination in selecting the target area and target group	0.65	II
3	Results of road project benefited local community, esp- the women and children	0.60	III
4	CIP responses to the needs of community	0.45	IV
	Total (average)	0.64	-

Note: scale values: dissatisfied (-1.0), Neutral (0.0), Satisfied (+ 1.0)

Source: Own survey, 2015

Through table 5.58, it summarized that satisfaction with the responsiveness of commune investment fund to the real local needs of the communities was provided the brief explanation as follows:

1. **Responses made regarding the set schedule:** as the result proved that the value index rating was 0.85 and ranked as number 1, because as referred to the cooperation and collaboration between NGO/OIs & provincial/district halls and commune administration, all commune chiefs always worked in closed cooperation with NGO/OIs & provincial/district officials when the request/requirement had been made from those implementing agencies. Hence, it concluded that responses made regarding the schedule tended to above neutral level as compared to set value scale.
2. **Non-discrimination in selecting the target area and target group:** as the result showed that the value index rating was 0.65 and ranked as number 2, because in aligned with project implementation manual (PIM), the selection of target group and project site in each commune had been made in accordance with the real priority need of the community as well as the vast majority of commune council members. All grass-root people could use constructed laterite/earth roads in their commune. Thus, it concluded that non-discrimination in selecting the target area and target group satisfied as compared to set value scale.
3. **Results of road project benefited local community, especially the women and children:** as the result proved that the value index rating was 0.60 and ranked as number 3, because the C/S funded road project of both communes explicitly benefited the communities, such as ; increases in transport means of agricultural products to

market areas, linking the rural people to the urban people, students living in the rural remote areas attending school regularly, pregnant women had their health visited at referral hospital regularly, and increases in micro/small businesses along roads. Hereby, it concluded that the results of C/S funded road project benefited local community, especially the women and children, was above satisfied as compared to the set value scale.

4. **CIP responses to the needs of community:** as the result proved that the value index rating was 0.45 and ranked as number 4, because the local needs of the community addressed at first village meeting of CIP step I, were prioritized and inserting into CIP. Each year, the annual budget was allocated for development work (investment), especially the road projects and the small amount of budget was also allocated for social development works. In addition to commune investment fund, other NGO/IOs working in both communes also provided supports to the priority project activities of CIP. Therefore, it concluded that CIP responded to the local needs of community satisfied as compared to set value scale.

Through the entire finding of above table 5.58 summarized that the highest score for "*Response done regarding the set schedule*", was 0.83, followed by 0.65 for non-discrimination in selecting the target area and target group, and the lowest score for "the CIP responses to the needs of community" was 0.45. Hereby, it concluded that on average, the

satisfaction on the responsiveness of C/S investment fund to the local needs of communities was rated as above neutral (0.64). So, it was recommended that it should be improved for the next implementation period.

f) Efficiency and Effectiveness

The figure of table 5.59, the 39.28 percent of total respondents satisfied with the application of the "efficiency and effectiveness" in the C/S funded projects , followed by 17.85 percent strongly satisfied, while other 28.57 percent rated as medium. As of, the majority of total respondents was satisfied.

Table 5.59: Level of Satisfaction with Efficiency and Effectiveness Applied in the C/S Funded Road Project (n=20)

No	Options Description	Level of satisfaction on efficiency and effectiveness applied in C/S funded road projects					Total
		Strongly unsatisfied	unsatisfied	Mode-rate	Satisfied	Strongly satisfied	
1	CIP is developed as per annual C/S Calendar	0 (0.0)	3 (15)	4 (20)	8 (40)	5 (25)	20 (100)
2	CIP is undertaken 100% as set date	0 (0.0)	2 (10)	8 (40)	9 (45)	1 (5)	20 (100)
3	C/S members were assigned as per their role and skill	0 (0.0)	4 (20)	7 (35)	9 (45)	0	20 (100)
4	C/S fund expensed for CIP on time	1 (5)	3 (15)	6 (30)	9 (45)	1 (5)	20 (100)
5	Budget allocated to project priority activity of CIP	1 (5)	2 (10)	6 (30)	5 (25)	6 (30)	20 (100)
6	Provincial/district technical officers support to CC on CS project execution process	0 (0.0)	2 (10)	3 (15)	8 (40)	7 (35)	20 (100)

7	C/S budget is used in CIP intervention more economically	0 (0.0)	2 (10)	6 (30)	7 (45)	5 (25)	20 (100)
Total (average)		1.42%	12.85%	28.57%	39.28%	17.85%	-

Note: Figures in the parentheses indicating the percentage to the corresponding row total

Source: Own survey, 2015

The finding of the table 5.60 indicated the confidence interval for mean in the satisfaction of efficiency and effectiveness applied in C/S funded road projects was low (3.27) on average while 4.09 moved up to the upper level. So, the standard deviation was 0.14. Satisfying with seven variables of the efficiency and effectiveness was ranged between 3.27 (lower level) and 4.09 (upper level). Hereby, it was concluded that the mean for level of satisfaction with the execution of transparency in the C/S funded road project was 3.93 on average and tended to the upper level.

Table 5.60: 95% Confidence Interval for Mean in Satisfaction with Efficiency and Effectiveness Applied in the C/S Funded Road Projects. (n=20)

No	Types of cases/variables Description	Mean	N	95% Confidence Interval for Mean		ST DEV	Min	Max
				Lower	Upper			
1	CIP is developed as per annual C/S Calendar	3.80	20	3.40	4.20	0.12	2	5
2	CIP is undertaken 100% as set date	3.30	20	3.00	3.60	0.09	2	4
3	Commune council members were assigned as per their role and skill	3.45	20	3.05	3.85	0.17	1	5
4	C/S fund expensed for CIP implementation on time	3.80	20	3.40	4.20	0.19	1	5
5	Budget allocated to project priority activity of CIP	3.90	20	3.40	4.35	0.15	2	5

6	Provincial/district technical officers support to CC on CS project execution process	3.90	20	3.40	4.35	0.15	2	5
7	C/S budget is used in CIP intervention more economically	3.70	20	3.25	4.10	0.11	2	5
	Total (Average)	3.69	-	3.27	4.09	0.14	-	-

Source: Own survey, 2015

Table 5.61: Index of Satisfaction with the application of the Efficiency and Effectiveness in the C/S Funded Road Projects (n=20)

No	Efficiency and Effectives Aspects	Index	Ranking in order of efficiency/ effectiveness
1	CIP is undertaken 100% as set date	0.75	I
2	Provincial/district technical officers support to CC on CS project execution process	0.65	II
3	C/S fund expensed for CIP implementation on time	0.60	III
4	Budget allocated to project priority activity of CIP	0.60	III
5	Commune council members were assigned as per their role and skill	0.55	IV
6	CIP is developed as per annual C/S Calendar	0.50	V
7	C/S budget is used in CIP intervention more economically	0.45	IV
	Total (average)	0.60	-

Note: scale values: dissatisfied (-1.0), Neutral (0.0) and Satisfied (+ 1.0)

Source: Own survey, 2015

Through the finding of the table 5.61, it summarized the satisfaction with efficiency and effectiveness which were applied in the commune investment fund, was provided brief explanation as follows:

1. **CIP is undertaken 100% as set date:** as the results showed that the value index rating was 0.75 and ranked as number 1, because

every year calendar, the CIP and its annual work plan were completed within a calendar year based on the sufficient budget, but the practical reality, the certain planned project activities of CIP had not been carried out due to budget shortfalls, so those remaining activities would be carried over to the next following year. Though, the physical infrastructure project had been undertaken within a year calendar. Thus, it concluded the "CIP undertaken 100% as set schedule" was rated as moderately satisfied as compared to set value scale.

2. **Provincial/district technical officers support to CC on CS project execution process:** as the results proved that the value index rating was 0.65 and ranked as number 2, because the provincial/district technical support officials were responsible for technical supports provided to commune council in the delivery of the safeguard study, project information preparation, and estimation of commune budget for road projects. One technical support official of the provincial/district administration was selected as the member of technical facilitation committee. It, therefore, concluded that the provincial/district technical officers supporting to commune council on commune project execution process trended to above neutral level as compared to set value scale.
3. **C/S fund expensed for CIP implementation on time:** as the results revealed that the value index rating was 0.60 and ranked as number 3, because as referred to C/S procurement procedure, the payment term of a contract was divided into three phases: 1) first

payment (20%) was made to contractor after delivery of construction materials and equipment to the project site, 2) second payment (60%) was also made to a contractor when the construction works had been completed 100% as per planned schedule, and 3) final payment (20%) was also made after the completion of 6-month project guarantee period. After receiving a payment request from a contractor in each phase, the PMC conducted the field monitoring visit to check and ensure that the construction works of a contractor were completed in line with project information and expected outputs of the signed contract. Then the physical progress of construction work was prepared and submitted to PMC chief for final review and approval. Hereby, it concluded that C/S investment fund expensed for CIP implementation on time trended to above neutral level as compared to set value scale.

4. **Budget allocated to project priority activity of CIP:** as the results revealed that the value index rating was 0.60 and ranked as number 3, because owing to the approved CIP, the budget for development/investment work had been allocated to project priority activity, especially the physical infrastructure project after receiving the budget allocation from national level in each fiscal year. Hereby, it concluded that budget allocated to the project priority activity of CIP was rated as above neutral against set value scale.
5. **Commune council members were assigned as per their role and skill:** as the results proved that the value index rating was 0.55

and ranked as number 4, because aligning with the law on administration and management of commune-sangkat, the commune council members were assigned the specific roles and responsibilities within its law's framework, but within the practical aspects, it was slightly flexible. Furthermore, the commune chiefs were accountable for grass-root people and to the upper management level or government entities, the commune deputy chief took responsibilities for planning and budgeting, commune second deputy chief were also responsible for the socio-economic works and the functions of the female commune councils focused on women and children affairs. It therefore concluded the commune council members specifically assigned tasks as per their role and skill, was rated as above neutral compared to the set value scale.

6. **CIP is developed as per C/S annual Calendar:** as the results proved that the value index rating was 0.50 and ranked as number 5, because in consistency with the law on administration and management of commune-sangkat and CIP technical guideline, the commune councils had to organize dissemination meetings on CIP formulation technical guideline and its year calendar to the relevant stakeholders. Prior to the formulation of CIP, the planning working group needed to review CDP and previous CIP to ensure which the priority project activities were completed and remained, then the CIP process was taken place in line with CIP technical guideline. It therefore concluded the CIP developed in consistency with annual

calendar was moderately satisfactory compared to the set value scale.

7. **C/S budget is used in CIP intervention more economically:** as the results proved that the value index rating was 0.45 and ranked as number 6, because in accordance with project implementation manual (PIM) and procurement procedure (PC), the bidding procedure of C/S funded road projects was to bid down, the PC had to select a winning bidder (contractor) which had the lowest bid price and then the contract was awarded to the winning bidder (contractor). Then the remaining budget from bidding down was extended to the kilometer of the road length. The technical facilitation committee then started preparing a contract with clear detailed budget estimation and unit cost. It therefore concluded that commune budget used in the CIP intervention more economically was rated as below neutral compared to the set value scale.

Through the finding of the table 5.61, it summarized that the highest score for "CIP is undertaken 100% as set date", was 0.75, followed by 0.65 for provincial/district technical officers supporting to the commune council on C/S project execution process, and the lowest score for "commune budget used in CIP intervention more economically" was 0.45. Finally, it concluded that satisfying with the application of the efficiency and effectiveness in the commune investment fund was rated as above neutral (0.60) on average. So, it was suggested that satisfaction with efficiency and effectiveness applied in commune investment fund be

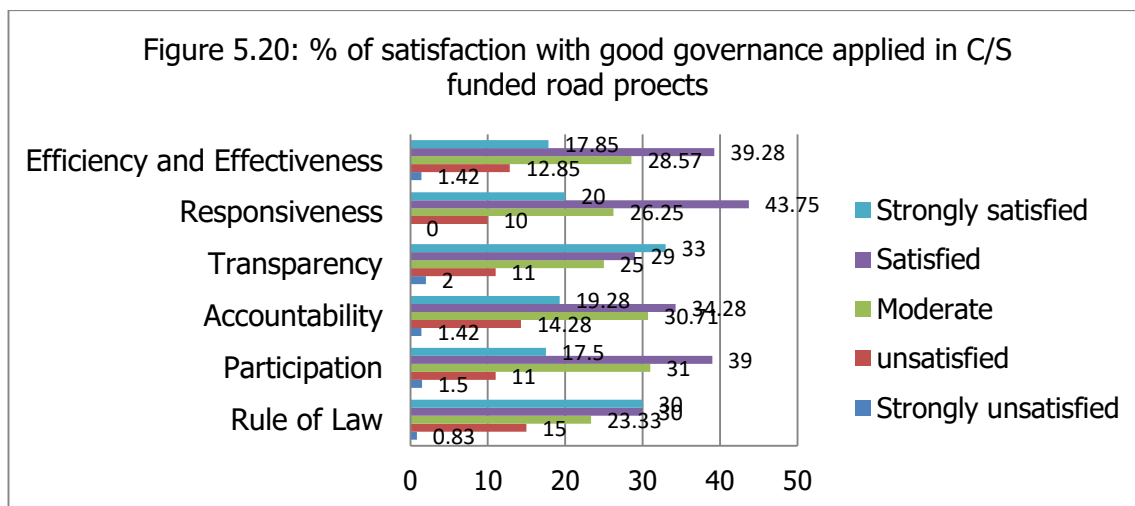
improved for the next phase.

Above section 5.3.2, presented earlier, the main components of the good governance were briefly summarized in the following table 5.61. Thus, the figure showed the 35.89 percent of total respondents were very satisfied with the adoption of the good governance in the C/S funded road projects, followed by 22.94 percent rated as strongly satisfied, and other 27.48 percent replied that they were satisfied with it on average. Finally, it concluded that the vast majority of total respondents rated as above moderately satisfied and it tended to the higher level of satisfaction with the performance of the good governance in the C/S funded road projects.

Table 5.62: % Summary of Satisfaction with the Application of Good Governance in to C/S Investment Fund by Component

No	Option description	% of satisfaction with the application of the good governance in commune investment fund				
		Strongly unsatisfied	unsatisfied	Satisfied	very Satisfied	Strongly satisfied
1	Rules of law	0.83	15.00	23.33	30.00	30.00
2	Participation	1.50	11.00	31.00	39.00	17.50
3	Accountability	1.42	14.28	30.71	34.28	19.28
4	Transparency	2.00	11.00	25.00	29.00	33.00
5	Responsiveness	0.00	10.00	26.25	43.75	20.00
6	Efficiency and Effectiveness	1.42	12.85	28.57	39.28	17.85
Total (average)		1.20 %	12.36 %	27.48%	35.89%	22.94%

Source: Own survey, 2015



Source: Own survey, 2015

Table 5.63: Summary of Satisfaction indexes with Applied Good Governance in the C/S Investment Fund

No	Good governance aspects	Satisfaction indexes	Ranking in order of good governance by component
1	Responsiveness	0.64	I
2	Transparency	0.62	II
3	Rule of Law	0.61	III
4	Accountability	0.60	IV
5	Efficiency/Effectiveness	0.60	IV
6	Participation	0.56	V
Total (average)		0.60	-

Note: scale values: dissatisfied (-1.0), neutral (0.0), and satisfied (+ 1.0)

Source: Own survey, 2015

As referred to above table 5.63 proved that the value indexes of satisfaction ranked in order of good governance by each component were evidenced as follows:

1. First, the responsiveness (0.64) was rated as the above neutral and ranked as number 1,
2. Second, The transparency (0.62) was rated as the above neutral and ranked as number 2,

3. Third, the rules of law (0.61) was rated as the below neutral and ranked as number 3, and
4. Fourth, the accountability (0.60) was rated as the below neutral and ranked as number 4.
5. Fifth, the efficiency and effectiveness (0.60) was rated as the above neutral and ranked as number 4,
6. Sixth, the participation (0.56) was moderately satisfied and ranked as number 5,

The indexes of satisfaction with each component presented, it concluded that satisfaction with applied good governance in C/S funded road projects was 0.60 on average and it trended to above neutral level against set value scale. Therefore, it recommended that the implementation of the good governance in the C/S funded road projects be strengthened and further improved beyond for the next phase.

5.4 Benefits and Impact of the C/S Funded Road Projects

5.4.1 Benefits of C/S Funded Road Projects

a) Level of satisfaction on the quality of rural road projects

As per table 5.64, 42.9 percent of 14 total respondents as the commune council members indicated that they were strongly satisfied with the quality of the rural road project of both communes, followed by 21.4 percent were not strongly satisfied, while remaining 35.7 percent were satisfied. Therefore, it concluded that the vast majority of total respondents rated as

above satisfied concerning the quality of the rural road project of both communes. Therefore, it totally reflected the efficiency and effectiveness of C/S funded road project executions.

Table 5.64: Level of Satisfaction of Commune Councils on the Quality of the C/S Funded Road Projects (n=14)

No	Options description	# of respondents	Percentage (%)
1	Strongly satisfied	6	42.90
2	Not strongly satisfied	3	21.40
3	Satisfy somewhat	5	35.70
4	Not satisfied	0	0.00
5	Not satisfied at all	0	0.00
Total		14	100.00

Source: Own survey, 2015

The table 5.65 showed that 38.80 percent of total 80 village respondents were strongly satisfied with the quality of the rural road project, while more than half (56.3 percent) were not strongly satisfied with it. Thereby, it concluded that the quality of the rural road project of both communes explicitly accepted by grass-root people.

Table 5.65: Level of Satisfaction of Village Respondents on the Quality of the C/S Funded Road Projects (n=80)

No	Options description	# of village respondents	Percentage (%)
1	Strongly satisfied	31	38.80
2	Not strongly satisfied	45	56.30
3	Somewhat satisfied	4	5.00
4	Not satisfied	0	0.00
5	Not satisfied at all	0	0.00
Total		80	100.00

Source: Own survey, 2015

Table: 5.66: Satisfaction with the Quality of the C/S Funded Road Project by Respondents

Aspects description	Satisfied	Neutral	Unsatisfied	Total	Index
Satisfaction of C/S council members on the quality of rural road project (n=14)					
Quality of rural road	9	5	0	14	0.60
Satisfaction of village respondents on the quality of rural road project (n=80)					
Quality of rural road	76	4	0	80	0.95

Note: Value Scale: dissatisfied (-1.0), Neutral (0.0) and Satisfied (+ 1.0)

Source: Own survey, 2015

Through the findings of table 5.66 found that the value index of the quality of rural road project rated by village respondents was 0.95 while 0.60 rated by commune council members as compared to set value scale. In general, it concluded that the quality of C/S funded road projects was acceptable by grass-root people and commune council members because it trended to satisfaction.

Through figures of the table 5.67, 95 percent of total village respondents replied that C/S funded rural road projects had significantly benefited the communities in both communes, while other 5 percent rated as neutral. Hence, it concluded that investment in the physical infrastructure project such as; the rural road projects at commune level really benefited directly and indirectly the community people.

Table 5.67: Benefits of C/S Funded Road Projects

No	Options Description	# of village respondents	Percentage (%)
1	No change	0	0.00
2	Benefited a little	0	0.00
3	Neutral	4	5.00
4	Benefited a lot	76	95.00
Total		80	100.00

Source: Own survey, 2015

Table 5.68: Index of Benefits of C/S Funded Road Projects Rated by Villagers (n=80)

Description	Values				Total	Index
	1	2	3	4		
Benefits of C/S funded road projects	0	0	4	76	80	3.95

Source: Own survey, 2015

Owing to table 5.68 described that the value index of benefits of C/S funded road projects rated by village respondents, was 3.95 as compared to set value index. It therefore concluded that C/S funded rural road projects really benefited the grass-root people as well as the communities.

b) Transportation of Agricultural Products and Increases in agricultural product prices

As shown in below table 5.69, the majority of total respondents as commune council members (64.3 percent) revealed the transport means of the agricultural products across C/S funded roads really increased due to good road conditions while the minority of other respondents (21.4 percent) indicated that it was not strongly increased. Thus, it concluded that investment in the physical infrastructure project at commune level explicitly increased in transport means.

Table 5.69: Increase in Transport Means across Commune Road Projects

No	Options Description	# of CC respondents	Percentage (%)
1	Strongly increased	9	64.30
2	Not strongly increased	3	21.40
3	Increased somewhat	2	14.30
4	Not increased	0	0.00
5	Not increased at all	0	0.00
Total		14	100.00

Source: Own survey, 2015

Through the finding of table 5.70, the 42.90 percent of total commune council members indicated that the farm gate price of agricultural products in their commune improved while the 28.60 percent improved a lot due to good road conditions, and other remaining figures are as shown in the table. Hence, it concluded that the price of agricultural products at farm gate of the community really increased.

Table 5.70: Farm Gate Price of Agricultural Products Improved at Commune level

No	Options description	# of CC respondents	Percentage (%)
1	Improved a lot	4	28.60
2	Improved somewhat	6	42.90
3	Improved a little	2	14.30
4	improved a little	2	14.30
Total		14	100.00

Source: Own survey, 2015

As shown in the table 5.71, most of total respondents (71.4 percent) indicated the school attendance of students of both communes increased while the 28.6 percent noted it increased a little. Therefore, it concluded that investment in the rural road projects definitely contributed to an increase in school attendance of students due to good road conditions.

Table 5.71: Increase in the Number of School Attendance of Pupils

No	Options description	# of CC respondents	Percentage (%)
1	Increased a lot	0	0.00
2	Increased somewhat	10	71.40
3	Increased a little	4	28.60
4	No increase	0	0.00
Total		14	100.00

Source: Own survey, 2015

Table: 5.72: Index of Benefits of C/S Funded Road Projects (n=14)

Summary of item descriptions	Values				Total	Index
	1	2	3	4		
Increase in transportation of agricultural products across C/S rural road project	0	2	3	9	14	3.50
Price of agricultural products improved	2	2	6	4	14	2.85
Increase in school attendance of pupils	0	4	10	0	14	2.71
Total (average)						3.02

Note: Performance Scale: values ranging from 1 (no change) to 4 (much improved)

Source: Own survey, 2015

As the finding of table 5.72 summarized: i) the index of increase in transport means of the agricultural products across commune rural road was 3.50, ii) the index of price of agricultural products at farm gate improved was 2.85, and iii) the index of increase in school attendance of students was 2.71 due to C/S funded rural road projects. Hereby, it concluded that on average the index of the transport means, farm gate price of agricultural products, and school attendance of pupils of both commune scored at 3.02 against set value scale.

5.4.2 Impact of C/S Funded Road Projects

a) Improvement in Conditions of Target People

As finding of the table 5.73, the 35.70 percent of total 14 commune council members surveyed strongly agreed that the commune road projects really benefited women and children who lived in both communes, while 35.70 percent said they did not agree so strongly. Owing to the value index proved that the C/S funded road projects benefited women and children, were

improved (3.07) against set performance scale. So, it concluded that it really benefited women and children of both communes.

Table 5.73: C/S Funded Road Projects Benefited Women and Children

Table 3.7.5: C/S Panacea Road Projects Benefited Women and Children							
No	Options	# of Respondents			Percentage		
1	Strongly agreed	5			35.70		
2	Not so strongly agreed	5			35.70		
3	Somewhat agreed	4			28.60		
4	Strongly disagreed	0			0.00		
5	Disagreed at all	0			0.00		
Total		14			100.00		
Description		Value				Total	Index
		1	2	3	4		
C/S roads benefited women and children		0	4	5	5	14	3.07

Note: Performance Scale: values ranging from 1 (no change) to 4 (much improved)

Source: Own survey, 2015

Based on the figure of the table 5.74, the high majority of total respondents (78.60 percent) said the health status of the pregnant women of both communes improved while the 21.40 percent improved a lot. The reasons for the improvement were fact that those pregnant women could access to health care services and/or have their health visited regularly during pregnancy periods. As referred to value index revealed that the improved health conditions of the pregnant women were 3.07. Therefore, it was concluded that it was improved as compared to set performance scale.

Table 5.74: Improved Health Conditions of the Pregnant Women

No	Options	# of Respondents	Percentage
1	Improved a lot	3	21.40
2	Improved somewhat	11	78.60
3	Improved a little	0	0.00
4	No change	0	0.00
Total		14	100.00

Description	Value				Total	Index
	1	2	3	4		
Improved health status of pregnant women	0	4	5	5	14	3.07

Note: Performance Scale: values ranging from 1 (no change) to 4 (much improved)

Source: Own survey, 2015

The finding of the table 5.75, more than half of total respondents (64.30 percent) replied that the living condition of the community of both communes had improved while 21.40 percent said it improved a lot, because people living along with roads who gained direct benefits from commune physical infrastructure project. Based on the value index of the improved health conditions of the pregnant women were 3.07. Therefore, it concluded that it was improved as compared to set performance scale.

Table 5.75: Improved Living Condition of the Community in Communes

No	Options description	# of Respondents		Percentage	
1	Improved a lot	3		21.40	
2	Improved somewhat	9		64.30	
3	Improved a little	2		14.30	
4	No change	0		0.00	
Total		14		100.00	

Description	Value				Total	Index
	1	2	3	4		
Improved living conditions of the community within the communes	0	2	9	3	14	3.07

Note: Performance Scale: values ranging from 1 (no change) to 4 (much improved)

Source: Own survey, 2015

b) Increases in Micro/Small-Sized Businesses

As referred to the figure of the table 5.76, the vast majority of total respondents (85.7 percent) revealed the establishment of the micro/small-

sized businesses along the roads increased while 14.3 percent said it increased a little. Based on the value index of increased micro/small-sized businesses along the roads were 2.86 against set performance scale. Hence, it was concluded that it improved.

Table 5.76: Increased Establishment of Micro/Small-Sized Business along the Roads

No	Options	# of Respondents				Percentage	
1	Increased a lot	0				0.00	
2	Increased somewhat	12				85.70	
3	Increased a little	2				14.30	
4	No increase	0				0.00	
Total		14				100.00	
Description		Value				Total	Index
		1	2	3	4		
Increased micro/small-sized business along roads		0	2	12	0	14	2.86

Note: Performance Scale: values ranging from 1 (no change) to 4 (much improved)

Source: Own survey, 2015

Table: 5.77: Index of the Impact of the C/S Funded Road Projects (n=14)

Item descriptions	Values				Total	Index	Ranking in order of item
	1	2	3	4			
C/S funded road projects benefited women & children	0	4	5	5	14	3.07	I
Improved health status of pregnant women	0	4	5	5	14	3.07	I
Improved living condition of community people within communes	0	2	9	3	14	3.07	I
Increased micro/small-sized business along the roads	0	2	12	0	14	2.86	II
Total (average)						3.01	-

Note: Performance Scale: values ranging from 1 (no change) to 4 (much improved)

Source: Own survey, 2015

The finding of the table 5.77 summarized that the impact of the C/S funded road projects identified such as; i) the road projects benefited women and children (3.07) was ranked as number 1, ii) the index of improved health status of the pregnant women (3.07) was ranked as number 1, iii) the index of the improved living condition of community within communes (3.07) was ranked as number 1, and iv) the index of increased micro/small businesses along the roads (2.86) was ranked as number 2. Therefore, it concluded that in average the impact index of the C/S funded road project execution scored at 3.01.

The second hypotheses (Ho₂) of the study stated that "*there is no significant change of the rural road project executions due to C/S investment fund*" ,was also rejected automatically. Hence, there was a significant change of the rural road project executions due to C/S investment fund because the C/S funded rural road projects significantly benefited and positively affected the beneficiary communities, and it also found that there were increases in transport means across C/S rural road project, farm gate prices of agricultural products improved, number of students' school attendance increased , health status of the pregnant women improved due to access to the commune health center regularly ,and the micro/small-sized businesses along the roads also increased after roads construction and rehabilitation.

c) Improvement of institution and individual staff

After building the capacity of commune council members in legal procedures (law framework) within the period of the second mandate commune council, the commune council members better understood and applied CIP/CDP, administrative affairs, legal procedures, and the law on administration management of commune-sangkat into the daily task performance at their workplace. In the meantime, the institution of C/S administration was strengthened and improved through i) decision-making made by participatory approach of the commune council members in the ordinary and extraordinary meetings of commune council, ii) collective discussions prior to decision-making, iii) understanding the importance of the community involvement, iv) delivery of public services to the local citizens, and v) supports received from development partners, the provincial line department, provincial, and district officials, and communities. Owing to experience, lessons learnt and best practices gained from second mandate commune councils, the capacity and skills of the commune councils have been improved continuously for the next mandate commune council.

CHAPTER VI

CONCLUSION AND

RECOMMENDATION

CHAPTER VI

CONCLUSION AND RECOMMENDATIONS

This chapter was divided into three parts: summary of main findings of the study, conclusion, and recommendations.

The study was conducted in both communes (namly Ou Tavau and Stueng Kack communes) of Pailin Province, Cambodia and aimed to: i) review the literatures and relevant documents; ii) review the 5-year achievements of the second mandate commune council within a period of 2007-2011; iii) study what components and levels of the good governance applied in the C/S funded rural road projects; iv) assess the benefits and impact of C/S investment fund on rural road project implementation; and v) provide suggestions and recommendations for the improvement of the application of the good governance in the C/S funded rural road projects. The entire research study took place within 2014-2017. The methods deployed and used for data collections were comprised of personal interviews with additional group discussions. The study depended on both primary and secondary data and information within and outside the province. The application of and a satisfaction with the performance indexes of the good governance and 5-year-achievements of the second mandate commune councils were collected from 100 sampled respondents of both communes.

6.1 Summary of main findings of the study

6.1.1 Achievements of the second mandate commune council

1. Documentation management: there were 11 Deikas (by-law), 14 decisions, and 4,804 In/out letters of both communes documented.
2. Land dispute solution and coordination: there were a total of 269 cases resolved by commune land dispute resolution committee, and other remaining cases not under the authority of this committee were transferred to the upper management level for interventions.
3. Implementation of CDP & CIP: i) both communes had only 16 physical and non-physical infrastructure projects, ii) a total 160 projects undertaken by provincial line departments, iii) a total of 116 projects undertaken by NGOs within both communes.
4. Total income of commune administrations: both communes were allocated the budget in the total amount of 824,954,940 Riels, of which 277,897,400 Riels was for the administration costs and 547,057,540 Riels for the development costs for a period of 5 years. On average, the total budget of 54,705,754 Riels was allocated for commune development works. Based on the estimated number, only 3 percent of the income for administration and development costs of both commune increased annually.
5. The expenditure of commune administration by year: both communes spent a total budget of 798,727,471 Riel for both administration and development works, of which 352,511,777 Riels were expensed by

Ou Tavau commune and 446,215,694 Riels were expensed by Stueng Kach commune annually.

6. The capacity building and development of the commune councils: the knowledge and skills of the commune councils built and improved while the performance index was scored at 2.61 for the capacity building and development of commune councils as compared to the set value scale.
7. The level of understanding of surveyed respondents on good governance: based on set performance scale, the understanding of sub-national administration staffs on good governance was rated at 2.60 as compared to the set value scale.

6.1.2 Level of the Application of the Good Governance into Commune Investment Fund

8. The level of the implementation of the good governance in the C/S funded road projects: On average, 42.01 percent of total respondents rated as "high" level while the other 49.29 percent rated as "medium" level.
9. Level of the good governance application in the C/S funded road projects by component: Based on set priority index, each component rated such; i) 0.73 for transparency was ranked as number 1, ii) 0.69 for the rules of law was ranked as number 2, iii) 0.67 for responsiveness was ranked as number 3, iv) 0.65 for accountability was ranked as number 4, v) 0.65 for efficiency and effectiveness was

ranked as number 4, and iv) 0.63 for participation was ranked as number 5. And on average the priority index of the application of the good governance into the C/S funded road projects was 0.67 and it really trended to above neutral.

6.1.3 Level of Satisfaction with the Application of the Good Governance in the Commune Investment Fund

10. Satisfaction with the application of the good governance in the C/S funded road projects: On average, 22.94 percent of total respondents rated as "strongly satisfied", followed by 35.89 percent was very satisfied, while the other 27.48 percent rated as "moderately satisfied", and other remaining 12.36 percent was unsatisfied.
11. Satisfaction with applied good governance in the C/S funded road projects: based on set satisfaction index, each component rated are included i) 0.64 for responsiveness was ranked as number 1, ii) 0.62 for transparency was ranked as number 2, iii) 0.61 for rules of law was ranked as number 3, iv) 0.60 for accountability was ranked as number 4, iv) 0.60 for efficiency and effectiveness was ranked as number 4, and v) 0.56 for participation was ranked as number 5. And on average the satisfaction with the application of the good governance in the C/S funded road projects was 0.60 and it trended to above neutral.

6.1.4 The Benefits of the C/S Funded Road Projects at Commune level

12. Level of satisfaction of commune councils on the quality of road construction projects: the vast majority of surveyed respondents rated as strongly satisfied and others were not strongly satisfied. And the satisfaction index on the quality of C/S funded road projects was 0.60 as compared to set value scale and it tended to be above neutral.
13. Level of satisfaction of the village respondents on the quality of road projects: the high majority of surveyed respondents rated as strongly satisfied and others were not strongly satisfied. And the satisfaction index on the quality of road projects was 0.95 as compared to set value scale and it tended to a high level.
14. The benefits of C/S funded road projects: almost all of total village respondents (95 percent) indicated the C/S funded road projects really benefited communities of both communes. And the index of the road project benefits was 3.95 (improved) as compared to set value and trended to be better improved.
15. More vehicles transported agricultural products across earth and laterite roads of both communes: the high majority of total respondents were strongly satisfied with an increase in transport means at commune level. The index was 3.50 and tended to be better improved.

16. Farm gate price of the agricultural products improved because vehicles of buyers and/or collectors had access to agricultural products at farm gate directly. It proved that the value of index on farm gate price was 2.85 and trended to be above neutral.
17. Due to good conditions of roads within both communes, the number of school attendees increased remarkably because 71.40 percent of total respondents indicated it increased and the value index for school attendance of the pupils also was rated of 2.71 and tended to be above neutral.

6.1.5 The Impact of the C/S Funded Road Project at Commune level

18. The C/S funded road projects benefited women and children: 35.70 percent of total respondents rated as strongly agreed, followed by 35.70 percent was not so strongly agreed while remaining 28.60 agreed. And the index of the projects benefit for the women and children was 3.07 (improved) as compared to set performance scale.
19. Improved health status of the pregnant women: 21.40 percent of total respondents indicated it was improved greatly while 78.60 percent improved in health status of the pregnant women due to better conditions of commune roads. And the index of the improved health status of the pregnant women was 3.07 (improved) against the set performance scale.
20. Improved living condition of the community: 21.40 percent of total respondents rated as improved a lot, followed by 64.30 percent

improved while the remaining 14.30 percent improved a little. And the index of the improved living condition of the community was 3.07 (improved) as compared to set performance scale.

21. Increased the establishment of the micro/small-sized businesses and along the roads: 85.70 percent of total respondents indicated it increased while the other 14.30 percent increased a little. And the index of increased establishment of micro/small-sized businesses along the roads was scored at 2.86 as compared to the set performance scale.

Qualitative hypotheses

22. The first hypotheses (H_{01}) of the study stated that "*There is no application of good governance in the rural road projects due to C/S investment fund*", was rejected explicitly. Hence, there was an application of the good governance in the rural road projects due to C/S investment fund because the study proved that the five main components of the good governance had really been adopted and integrated into the C/S funded road projects while 91.30 percent of total respondents satisfied. On average the performance index (0.67) and satisfaction index (0.60) of the good governance applying in the C/S investment fund tended to above neutral.

23. The second hypotheses (H_{02}) of the study stated: "*there is no significant change of the rural road project executions due to commune investment fund*"; was also rejected automatically. Hence,

there was a significant change of the rural road project executions due to the commune investment fund because the C/S funded rural road projects significantly benefited and positively affected the beneficiary communities. The study proved that on average the index of benefits of C/S funded road projects valued at 3.02 and index of the impact of C/S funded road projects valued at 3.01. And both benefits and impact of C/S funded road projects were improved remarkably.

6.2 Conclusion

Based on the whole findings, the study finally found that the priority index of the application of the good governance in the C/S funded road projects trended to above neutral (0.67) and the satisfaction index with the application of the good governance also trended to above neutral (0.60). And the performance index of the project benefits improved (3.02) and the performance index of the impact of the road projects was also improved (3.01) at commune level. Therefore, it generally concluded that C/S funded road projects really benefited communities and positively affected the living conditions of the communities of both communes directly and indirectly. All components of the good governance which was adopted in the C/S funded road projects by both communes were highly satisfied.

6.3 Recommendations

Throughout the entire findings, the study also proposed general and specific recommendations and suggestions for the second mandate commune council of both communes as well as the concerned sub-national administrations (SNA) to take actions for next improvements as follows:

1. That capacity building of the commune council members should be additionally trained and built in such subjects of the civil status registration, the CDP/CIP technical guidelines, the project implementation manual, the commune administrations, the M&E of development, administration, and finance, the good governance for commune administration, the commune finance procedure, the commune safeguard study, and the commune administration management through decentralization.
2. That rules of law should be strengthened further within the commune investment fund through the implementation of technical guidelines of CDP/CIP, the commune financial management system, the project implementation manual, the commune management through decentralization, and commune monitoring-evaluation manual, while the value index of the application of the rules of law scored at 0.69.
3. That participation in the implementation of C/S funded road projects should be enhanced increasingly, throughout the commune in the forms of i) engagement of local people in identifying the problem and need of community, ii) engagement of local people in prioritizing

the project activity of CDP, iii) engagement of local people in selecting project target area for commune project execution, iv) people contribute the labors and finance for the execution of the commune road projects, v) people's participation in the activity of commune project implementation, vi) people's participation in the activity of commune project M &E implementation, while the value index of the application of the participation scored at 0.63.

4. That accountability for the commune investment fund on road projects should be promoted additionally in term of i) budgeting and planning committee performed as per CDP guideline, ii) procurement committee performed its roles in doing the procurement of commune project, iii) commune management committee performed its roles in conducting the project M&E, iv) technical facilitation committee conducted the project monitoring and evaluation, v) the 4 committees are accountable for the result of the commune project execution, vi) commune councils conducted CDP/CIP of the commune, vii) commune councils reported about the implementation of CDP/CIP to the public, viii) commune councils reported about decision-making on CDP/CIP activity to the public, ix) conflict of interest in implementing the project is dealt with on time, while the value index of the application of the accountability scored at 0.65.
5. That transparency of the execution of the commune investment fund should be totally increased in the forms of i) contract awarding based on majority of votes of committee members, ii) the result of bidding is

spread out in public and among of bidding firm who joined, iii) financial auditing was done by provincial financial officer, iv) expenditure on project was recorded based on C/S financial system, v) expenditure of the project was written on sign board of the commune project at C/S project site, vi) annual budget preparation is participated by PBC members, and vii) financial statements posted to the public , while the value index of the application of the transparency scored at 0.73.

6. That responsiveness to the real needs of the community people should be made highly such as; i) response to the local need, ii) responding to relevant issues on a timely basis, iii) non-discrimination of the selection of target group and target areas, and iv) the result of the project benefited the local people, especially the women and children, while the value index of the application of the responsiveness scored at 0.67.

7. That efficiency and effectiveness of the C/S funded road project should be totally increased through such activities of i) CIP is developed as per annual C/S calendar, ii) CIP has been undertaken 100% as per set date, iii) commune council members were assigned as per their role and skill, iv) commune fund expensed for CIP executions on time, v) the budget allocated to the project priority activity-CIP, vi) provincial/district technical officers performed roles to support to commune council in preparing the project information, feasibility, and estimated budget for CS project., and vii) commune

budget is used in CIP intervention economically, while the value index of the application of the efficiency and effectiveness scored at 0.65.

8. It was recommended that the performance of the roles and responsibilities of the planning, budgeting and project management committees be disseminated and strengthened to ensure the efficiency and effectiveness of C/S funded road project executions.
9. It was recommended that commune councilors should review and evaluate the performance of roles and functions of C/S councils to ensure the effective function performance in consistent with stated Law on Administrative Management of Commune-Sangkat.
10. That the project management committee, together with commune council members, should conduct field monitoring visits to the road project site more often to ensure the quality, efficiency, and effectiveness of the road projects execution.
11. It was suggested that the allocation of the annual budget from national to commune administration level be increased to accelerate the local development and poverty reduction while commune development costs of both communes had increased approximately 3% annually.
12. It was recommended that the planning and investment division of the provincial administration be often reviewed and also reviewed the performance of roles and functions of the commune council members to ensure the effective public service delivery to local citizens as per stated Law on Administrative Management of Commune-Sangkat.

For Further Application of Other Research Studies

Other recommendations or application proposed for further research studies by future researchers should mainly focus on:

13. The impacts of the good governance application on the livelihoods of the communities should be studied.
14. A comparison study of the good governance application between government agencies and non-governmental organizations (NGO) should be conducted.

**របាយការណ៍និក្ខេបបទសង្ខេបថ្នាក់បណ្ឌិត
សម្រាប់ក្រសួងអប់រំ យុវជន និង កីឡា**



ក្រសួងអប់រំ យុវជន និង កីឡា
សាកលវិទ្យាល័យ បៀលប្រាស
សាលាសិក្សាគម្រិតបណ្ឌិត

ទំ ៣

ការសិក្សាស្តីពី
អត្ថប្រយោជន៍បូរណ៍នៃវិស័យសង្គមលើការ
អនុវត្តគម្រោងផ្លូវជនបទនៅខេត្តប៉ៃលិន
ប្រទេសកម្ពុជា

និក្ខេបបទនេះដាក់ស្នើ
សម្រាប់គម្រិតសិក្សាគម្រិតបណ្ឌិតគ្រប់គ្រងរដ្ឋបាលធុរកិច្ច

ជំនាញ
ការគ្រប់គ្រង

តំណាង-២០១៩



ក្រសួងអប់រំ យុវជន និង កីឡា
សាកលវិទ្យាល័យ វៀងច្រាយ
សាលាសិក្សាកម្រិតបណ្ឌិត

រ៉ែង

ការសិក្សាស្តីពី
អត្ថបាលកថាមូលនិធិឃុំសង្កាត់លើការ
អនុវត្តគម្រោងផ្លូវថ្នល់បទនៅខេត្តប៉ៃលិន
ប្រទេសកម្ពុជា

និក្ខេបបទនេះជាកន្លឹកសម្រាប់
កម្រិតសិក្សាកម្រិតបណ្ឌិតគ្រប់គ្រងរដ្ឋបាលធុរកិច្ច

ជំនាញ
គ្រប់គ្រង

ដឹកនាំដោយ
សាស្ត្រាចារ្យបណ្ឌិត ឌី ជាតុធ
ឆ្នាំ៣៣-២០១៩

សេចក្តីប្រកាស

ខ្ញុំសូមបញ្ជាក់ថា និក្ខេបបទស្រាវជ្រាវដែលមានប្រធានបទស្តីពី " **អភិបាលកិច្ចមូលនិធិឃុំសង្កាត់លើការអនុវត្តគម្រោងផ្លូវជនបទ** " ករណីសិក្សានៅឃុំគោលដៅ ០២ ឃុំនៃខេត្តប៉ៃលិន ប្រទេសកម្ពុជា គឺប្រសូត្រចេញពីប្រភពដើម នៃស្នាដៃស្រាវជ្រាវរបស់ខ្ញុំបាទពិតៗ ។ និក្ខេបបទ ឬ ផ្នែកណាមួយរបស់វា មិនត្រូវបានបញ្ជូនទៅសាកលវិទ្យាល័យ ឬ ស្ថាប័នណាមួយផ្សេងទៀតសម្រាប់សញ្ញាបត្រស្រាវជ្រាវណាមួយទៀតទេ ។

ទំព័រ

មូលសង្ខេប

ការសិក្សាស្រាវជ្រាវស្តីពី “ អភិបាលកិច្ចមូលនិធិឃុំសង្កាត់លើការអនុវត្តគម្រោងផ្លូវជនបទ ” បានផ្ដោតសំខាន់លើការអនុវត្តអភិបាលកិច្ចនៅក្នុងគម្រោងផ្លូវជនបទគាំទ្រថវិកាដោយមូលនិធិឃុំ ដែលសិក្សានៅឃុំគោលដៅចំនួន ០២ ឃុំនៃខេត្តប៉ៃលិន ភាគខាងលិចនៃប្រទេសកម្ពុជា ។ ការសិក្សាស្រាវជ្រាវទាំងមូលបានដំណើរនៅអំឡុងពេលចន្លោះឆ្នាំ ២០១៤- ២០១៧ ។ ដើម្បីសម្រេចដល់ការសិក្សាស្រាវជ្រាវ និង សំណួរគន្លឹះ ការសិក្សាមានគោលបំណងស្រាវជ្រាវជាក់លាក់ចំនួន ០៥ ត្រូវបានបង្កើតឡើង ដើម្បី (១) ពិនិត្យលើទ្រឹស្តី និង របាយការណ៍ស្រាវជ្រាវមុនៗ (២) ពិនិត្យលើលទ្ធផលសម្រេចបានរយៈពេល ០៥ ឆ្នាំនៃការអនុវត្តការងាររបស់ក្រុមប្រឹក្សាឃុំអាណត្តិទី២ ឆ្នាំ ២០០៧-២០១១ (៣) សិក្សាអំពីសមាសធាតុ និង កំរិតនៃការអនុវត្តអភិបាលកិច្ចនៅក្នុងគម្រោងផ្លូវជនបទគាំទ្រថវិកាដោយមូលនិធិឃុំ (៤) វាយតម្លៃផលប្រយោជន៍ និង ផលប៉ះពាល់នៃការអនុវត្តមូលនិធិឃុំ លើគម្រោងផ្លូវជនបទ និង (៥) ផ្តល់អនុសាសន៍ និង សំនូមពរសម្រាប់ធ្វើឲ្យប្រសើរឡើងដល់ការអនុវត្តអភិបាលកិច្ចនៅក្នុងគម្រោងផ្លូវជនបទ។

ផ្អែកលើសំណួរគន្លឹះ និង គោលបំណងជាក់លាក់នៃការសិក្សាស្រាវជ្រាវ វិធីសាស្ត្រនៃការប្រមូលទិន្នន័យសំខាន់ៗត្រូវបានប្រើប្រាស់នៅក្នុងដំណើរការស្រាវជ្រាវនេះរួមមាន៖ (១) ការសម្ភាសន៍ជាលក្ខណៈបុគ្គល និង (២) ការពិភាក្សាក្រុមបន្ថែមជាមួយអ្នកផ្តល់ព័ត៌មានសំខាន់ៗ ។ ការសិក្សាបានផ្ដោតសំខាន់ទាំងទិន្នន័យចម្បង និង ទិន្នន័យបន្ទាប់បន្សំទាំងនៅក្នុងឃុំ និង ក្រៅឃុំគោលដៅ និងបានជ្រើសរើសសំណាកគំរូតាងសរុបចំនួន ១០០ នាក់នៅឃុំគោលដៅតាមរយៈវិធីសាស្ត្រ ជំរឿន និង ចែងដោយគោលបំណង សម្រាប់ធ្វើការសិក្សា និង ប្រមូលទិន្នន័យ ។ តាមរយៈរបកគំហើញ ការសិក្សាបានបង្ហាញ និង សង្ខេបលទ្ធផលសំខាន់ៗដូចក្រោម ៖

ថវិកាចំណូលប៉ាន់ស្មានប្រចាំឆ្នាំ និង ការអភិវឌ្ឍសមត្ថភាពរបស់ក្រុមប្រឹក្សាឃុំ

តាមរយៈការប៉ាន់ស្មានចំនួនថវិកាឃុំសរុបរយៈពេលប្រាំឆ្នាំ (២០១២-២០១៦) បន្ទាប់ អាចកើនឡើង ០៣ ភាគរយប្រចាំឆ្នាំសម្រាប់ចំណូលរដ្ឋបាលឃុំនីមួយៗ ដោយធៀបនឹងចំណូលឆ្នាំ ២០០៧-២០១១ ។ ចំណែកការអភិវឌ្ឍសមត្ថភាព និង ចំណេះដឹងជំនាញរបស់ក្រុមប្រឹក្សាឃុំវិញទទួលបានសន្ទស្សន៍ពិន្ទុនៃការអនុវត្តស្ថិតិ ២,៦១ និង សន្ទស្សន៍នៃការយល់ដឹងលើអភិបាលកិច្ចទទួលបានពិន្ទុ ២,៦០ ដែលស្ថិតនៅលើកំរិតមធ្យម ដោយប្រៀបធៀបនឹងសន្ទស្សន៍ពិន្ទុវិនិច្ឆ័យ ។

ការអនុវត្តអភិបាលកិច្ចលើមូលនិធិឃុំ

ផ្អែកលើសន្ទស្សន៍អាទិភាពនៃការអនុវត្តអភិបាលកិច្ចបានបង្ហាញថា គិតជាមធ្យម សន្ទស្សន៍នៃការអនុវត្តអភិបាលកិច្ចនៅក្នុងគម្រោងផ្លូវជនបទទទួលបានពិន្ទុ ០,៦៧ និង សន្ទស្សន៍ពេញចិត្តលើការអនុវត្តអភិបាលកិច្ចទទួលបានពិន្ទុ ០,៦០ ដែលស្ថិតនៅលើកំរិតមធ្យម ដោយប្រៀបធៀបនឹងសន្ទស្សន៍ពិន្ទុវិនិច្ឆ័យ ។

ផលប្រយោជន៍នៃគម្រោងផ្លូវជនបទគាំទ្រថវិកាដោយមូលនិធិឃុំនៅថ្នាក់ឃុំ

គិតជាមធ្យម សន្ទស្សន៍ផលប្រយោជន៍នៃការអនុវត្តគម្រោងផ្លូវជនបទដែលគាំទ្រថវិកាដោយមូលនិធិឃុំ នៅថ្នាក់ឃុំគឺទទួលបានពិន្ទុ ៣,០២ (ល្អ) លើផលប្រយោជន៍គម្រោងផ្លូវដូចជា៖ (១) មានមធ្យោសាយធ្វើដំណើរ ឆ្លងកាត់ផ្លូវឃុំច្រើន (២) ការទិញផលិតផលកសិកម្មដល់ផ្ទះ ឬ ចំការ និង (៣) វត្តមានចូលរៀនរបស់កូនសិស្ស បានទៀងទាត់ច្រើនជាងមុន ។

ផលប៉ះពាល់នៃគម្រោងផ្លូវជនបទគាំទ្រថវិកាដោយមូលនិធិឃុំនៅថ្នាក់ឃុំ

គិតជាមធ្យម សន្ទស្សន៍ផលប៉ះពាល់នៃការអនុវត្តគម្រោងផ្លូវជនបទដែលគាំទ្រដោយមូលនិធិឃុំនៅថ្នាក់ ឃុំគឺទទួលបានពិន្ទុ ៣,០១ (ល្អ) លើផលប៉ះពាល់គម្រោងផ្លូវដូចជា៖ (១) ស្ត្រី និង កុមារទទួលបានផល ប្រយោជន៍ផ្ទាល់ពីគ្រោង (២) ស្ថានភាពសុខភាពរបស់ស្ត្រីមានផ្ទៃពោះបានល្អប្រសើរជាងមុន (៣) ស្ថានភាព រស់នៅរបស់សហគមន៍ប្រសើរជាងមុន និង (៤) អាជីវកម្មធុនតូច និង តូចបំផុតនៅតាមដងផ្លូវឃុំកើនឡើង។

ជាមួយ អភិបាលកិច្ចមូលនិធិឃុំសង្កាត់លើការអនុវត្តគម្រោងផ្លូវជនបទទទួលបានការពេញចិត្តនៅកំរិតមធ្យម និង សន្ទស្សន៍ពេញចិត្តទទួលបានពិន្ទុ ០,៦០ ដោយមានសន្ទស្សន៍ពិន្ទុអាទិភាពគឺ ០,៦៧ ។ ចំណែក សន្ទស្សន៍ ផលប្រយោជន៍គម្រោងទទួលបានពិន្ទុ ៣,០២ និង សន្ទស្សន៍ផលប៉ះពាល់គម្រោងទទួលបានពិន្ទុ ៣,០១ ។ ដូច្នេះ ការសិក្សាអាចសន្និដ្ឋានបានថា **អភិបាលកិច្ចមូលនិធិឃុំសង្កាត់លើការអនុវត្តគម្រោងផ្លូវជនបទ** ពិតជា មានផលប្រយោជន៍ និង ផលប៉ះពាល់ជាវិជ្ជមានយ៉ាងច្រើនដល់ស្ថានភាពរស់នៅរបស់សហគមន៍ដោយផ្ទាល់ និង ប្រយោលនៅក្នុងឃុំគោលដៅទាំងពីរ ។

ផ្អែកលើរបកគំហើញសង្ខេបដូចបានបង្ហាញខាង ការសិក្សាបានលើកជាសំនូមពរ និង អនុសាសន៍ពាក់ ព័ន្ធមួយចំនួន ដល់ក្រុមប្រឹក្សាឃុំអាណត្តិទី២ សម្រាប់យកទៅអនុវត្តធ្វើឲ្យប្រសើរឡើង មានដូចខាងក្រោម ៖

- i. ការអភិវឌ្ឍសមត្ថភាពក្រុមប្រឹក្សាឃុំគួរត្រូវបានកសាង និង បណ្តុះបណ្តាលបន្ថែមទៀតលើគោលការណ៍ ណែនាំបច្ចេកទេស និង គោលនយោបាយពាក់ព័ន្ធសំខាន់ៗ ។
- ii. ការសិក្សាបានផ្តល់យោបល់ថា ការអនុវត្តអភិបាលកិច្ចល្អទៅក្នុងគម្រោងផ្លូវជនបទគាំទ្រថវិកាដោយមូល និធិឃុំគួរតែធ្វើឲ្យប្រសើរជាងមុន ។
- iii. ផលប្រយោជន៍ និង ផលប៉ះពាល់វិជ្ជមាននៃការអនុវត្តគម្រោងផ្លូវជនបទគាំទ្រថវិកាដោយមូលនិធិឃុំគួរ តែពង្រឹង និង ពង្រីកបន្ថែមគ្រប់ឃុំគោលដៅ ។

សម្រាប់ការសិក្សាស្រាវជ្រាវលម្អិតបន្ថែមណាមួយនៅពេលក្រោយគួរផ្ដោតលើប្រធានបទសំខាន់ចំនួន ០២ ដូចខាងក្រោម ៖

- i. ផលប៉ះពាល់នៃការអនុវត្តអភិបាលកិច្ចល្អលើស្ថានភាពរស់នៅរបស់សហគមន៍នៅថ្នាក់ឃុំ និង
- ii. ការសិក្សាស្រាវជ្រាវដោយប្រៀបធៀបរវាងការអនុវត្តអភិបាលកិច្ចល្អ ដោយរដ្ឋាភិបាល និង អង្គការ សង្គមស៊ីវិល ។

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សេចក្តីផ្តើម

១.១ លំនាំបញ្ហា

អភិបាលកិច្ច និង ការអភិវឌ្ឍមូលដ្ឋានបានចាប់ផ្តើមកើតឡើងនៅក្នុងបរិបទនៃការអភិវឌ្ឍប្រទេស កម្ពុជាតាំងពីឆ្នាំ ១៩៩៦ នៅពេលដែលកម្មវិធី Seila បានចាប់ផ្តើមអនុវត្តដំបូងតាមរយៈការអនុវត្ត គោលនយោបាយវិមជ្ឈការ ក្នុងគោលបំណងដើម្បីសម្រេចលើការកាត់បន្ថយភាពក្រីក្រតាមរយៈការ ធ្វើឲ្យប្រសើរឡើងដល់អភិបាលកិច្ច និង ការអភិវឌ្ឍមូលដ្ឋាន ។ ការលើកម្ពស់ និង ពង្រឹងអភិបាលកិច្ច មូលដ្ឋាន គឺជាគោលបំណងមួយក្នុងចំណោមគោលបំណងជាច្រើននៃគោលនយោបាយវិមជ្ឈការ របស់ប្រទេសកម្ពុជា (កម្មវិធី Seila ឆ្នាំ ២០០០) ។ នៅឆ្នាំ ២០០១ ដំណើរការវិមជ្ឈការរបស់ប្រទេស កម្ពុជាបានចាប់ផ្តើមអនុម័តច្បាប់ស្តីពី ការគ្រប់គ្រងរដ្ឋបាលឃុំសង្កាត់ និង ការបោះឆ្នោតឃុំសង្កាត់ (ក្រសួងមហាផ្ទៃឆ្នាំ ២០០១) ។ នៅឆ្នាំ ២០០១ ការអនុវត្តច្បាប់ស្តីពីការគ្រប់គ្រងរដ្ឋបាលឃុំសង្កាត់ និង ការបោះឆ្នោតរដ្ឋបាលថ្នាក់ក្រោមជាតិលើកទី ១ ត្រូវបានបង្កើតឲ្យមានក្រុមប្រឹក្សាឃុំសង្កាត់នៅឆ្នាំ ២០០២ និង បោះឆ្នោតជ្រើសរើសក្រុមប្រឹក្សាឃុំសង្កាត់ដំបូងនៅឆ្នាំ ២០០៧ (គ.ជ.អ.ប ឆ្នាំ ២០១២) ។

អភិបាលកិច្ចត្រូវបានដាក់បញ្ចូលទៅក្នុងដំណើរការវិមជ្ឈការតាមរយៈ រចនាសម្ព័ន្ធស្ថាប័នរដ្ឋ បាលមូលដ្ឋានថ្មី ការរៀបចំផែនការថវិកា និង អភិវឌ្ឍឃុំសង្កាត់ និង ដំណើរការអនុវត្ត ដែលគេមើល ឃើញនៅថ្នាក់ឃុំ ។ អភិបាលកិច្ចត្រូវបានកសាងសេចក្តីជឿទុកចិត្តនៃរដ្ឋបាលមូលដ្ឋានបែបវិមជ្ឈការ តាមរយៈធ្វើឲ្យប្រសើរឡើងដល់គណនេយ្យភាព តម្លាភាព ប្រសិទ្ធផល និង ប្រសិទ្ធភាពនៃការផ្តល់ សេវាកម្មរបស់ខ្លួន(ធនាគារពិភពលោក ឆ្នាំ ២០០៣) ។

គំនិតនៃអភិបាលកិច្ចត្រូវបានគេចាត់ទុកជាចំណុចកណ្តាលនៃយុទ្ធសាស្ត្រអភិវឌ្ឍមូលដ្ឋាន (លោក Bonfiglioli ឆ្នាំ ២០០៣) ។ បន្ទាប់មក វិមជ្ឈការត្រូវបានទទួលស្គាល់ជាមធ្យោបាយ ដើម្បី សម្រេចដល់អភិបាលកិច្ចល្អ (លោក Yankson ឆ្នាំ ២០០៧) ។

នៅឆ្នាំ ២០០៥ គណៈកម្មការជាតិសម្រាប់គាំទ្រឃុំសង្កាត់របស់រដ្ឋាភិបាលកម្ពុជា (NCSC) បាន បង្កើតអភិបាលកិច្ចសម្រាប់ក្រុមប្រឹក្សា និង ការគ្រប់គ្រងរដ្ឋបាលឃុំសង្កាត់ ដើម្បីដឹកនាំក្រុមប្រឹក្សាឃុំ សង្កាត់អនុវត្តអភិបាលកិច្ចល្អនៅថ្នាក់មូលដ្ឋាន និង ដើម្បីពង្រឹងអភិបាលកិច្ចល្អនៅថ្នាក់មូលដ្ឋាន និង

អភិបាលកិច្ចនៅរដ្ឋបាលថ្នាក់ក្រោមជាតិ ។ ដូច្នេះ គ្រប់ក្រុមប្រឹក្សាឃុំសង្កាត់ទាំងអស់ត្រូវឲ្យអនុវត្ត គោលការណ៍អភិបាលកិច្ច (NCSC ឆ្នាំ ២០០៥) ។

គោលដៅមួយក្នុងចំណោមគោលដៅយុទ្ធសាស្ត្រជាច្រើនរបស់មូលនិធិ USAID ឆ្នាំ ២០០៥- ២០១០ នៅក្នុងប្រទេសកម្ពុជាបានផ្ដោតសំខាន់លើ ការធ្វើឲ្យប្រសើរដល់អភិបាលកិច្ច ដែលបានគាំ ទ្រការអភិវឌ្ឍតាមបែបប្រជាធិបតេយ្យ និង វិមជ្ឈការ (អង្គការ Pact កម្ពុជាឆ្នាំ ២០០៧) ។

១.២ ចំណោទបញ្ហា

កម្មវិធី Seila គឺជាកម្មវិធីរបស់រដ្ឋាភិបាលកម្ពុជាដែលមានបទពិសោធន៍ និង រៀនសូត្រពីអភិបាល កិច្ច និង កំណែទម្រង់វិមជ្ឈការ និង វិសហមជ្ឈការនៅក្នុងឆ្នាំ ២០០១-២០០៥ ។ លទ្ធផលសម្រេច បាននៃកម្មវិធីនេះបានផ្តល់នូវការទទួលស្គាល់ក្នុងការគាំទ្រដល់ការអនុវត្តគោលនយោបាយរបស់រដ្ឋាភិ បាលកម្ពុជានៅពេលអនាគត ។ ដោយសារតែភាពជោគជ័យនេះ កម្មវិធី Seila បានបន្តប្រតិបត្តិការ របស់ខ្លួនរហូតដល់ឆ្នាំ ២០០៦ ដើម្បីភ្ជាប់អន្តរកាលនៃការកែទម្រង់កម្មវិធីនៃក្របខណ្ឌយុទ្ធសាស្ត្រវិម ជ្ឈការ និង វិសហមជ្ឈការ និង យុទ្ធសាស្ត្រចតុកោណដំណាក់កាលទី២ ដែលឆ្លុះបញ្ចាំងពីអភិបាលកិច្ច ល្អ ។ ឆ្លងកាត់នៃការពង្រឹងការអភិវឌ្ឍមូលដ្ឋានឆ្ពោះទៅកាន់ថិរភាព ។ កម្មវិធី Seila បានបញ្ចប់នៅចុង ឆ្នាំ ២០០៦ ។ បន្ទាប់មក គណៈកម្មាធិការជាតិសម្រាប់ការគ្រប់គ្រងកំណែទម្រង់វិមជ្ឈការ និង វិសហម ជ្ឈការ (គ.ជ.អ.ប) ត្រូវបានបង្កើតឡើង ដោយអនុក្រិត នៅថ្ងៃទី ១៨ ខែ សីហា ២០០៦ ។ គ.ជ.អ.ប មានអាណត្តិដើម្បីរៀបចំបង្កើតច្បាប់ស្តីពី ការគ្រប់គ្រងរដ្ឋបាលខេត្ត រាជធានី ក្រុង ស្រុក និង ខណ្ឌ ការរៀបចំ និង ការអនុវត្តកម្មវិធីជាតិលើដំបូងសម្រាប់ការអភិវឌ្ឍតាមបែបប្រជាធិបតេយ្យនៅថ្នាក់ក្រោម ជាតិ ។ គ.ជ.អ.ប បានរៀបចំ និង អនុវត្តក្របខណ្ឌដំបូងសម្រាប់ការអនុវត្តកំណែទម្រង់វិមជ្ឈការ និង វិ សហមជ្ឈការ និង កៀងគរថវិកាអន្តរជាតិសម្រាប់វិមជ្ឈការ និង វិសហមជ្ឈការ និង សម្របសម្រួលឲ្យ មានពិភាក្សាគ្នារវាងដៃគូអភិវឌ្ឍ និង រដ្ឋាភិបាលកម្ពុជា ស្តីពីវិមជ្ឈការ និង វិសហមជ្ឈការ រួមទាំងការ រៀបចំថវិកាកម្មវិធីពីចំនួនដៃគូអភិវឌ្ឍជាច្រើន ។ រដ្ឋាភិបាលកម្ពុជាប្រឈមមុនបញ្ហាគន្លឹះចំនួន ២ ក្នុង ការអនុវត្តវិមជ្ឈការ និង វិសហមជ្ឈការ គឺ ទី១៖ ដំណាក់កាលដំបូងនៃការកំណែទម្រង់ រដ្ឋាភិបាលកម្ពុ ជា មានហានិភ័យកាន់តែច្រើន ចំពោះស្ថានភាពបច្ចុប្បន្ន ក្នុងការផ្តល់ការគាំទ្រដល់កំរិតថ្នាក់ក្រោមជាតិ ខណៈដែល ការកំណែទម្រង់សំខាន់ៗត្រូវបានកំណត់ដោយសេចក្តីព្រាងច្បាប់អង្គការ (OL) នៅពេល

ដែលច្បាប់នេះត្រូវអនុម័ត និង ទី២៖ រដ្ឋាភិបាលកម្ពុជាត្រូវការចាំបាច់ ដើម្បីធ្វើឲ្យដូចគ្នា និង ស៊ីសង្វាក់ ទៅនឹងសកម្មភាពដៃគូអភិវឌ្ឍ ជាមួយកម្មវិធីវិមជ្ឈការ និង វិសហមជ្ឈការថ្នាក់ជាតិ (គ.ជ.អ.ប ឆ្នាំ ២០០៧) ។

អនុវត្តតាមច្បាប់ស្តីពី ការគ្រប់គ្រងរដ្ឋបាលឃុំសង្កាត់ឆ្នាំ ២០០១ ការបោះឆ្នោតជាតិលើកទី១ បង្កើតឲ្យមានក្រុមប្រឹក្សាឃុំ ដោយមានបេសកកម្ម ដើម្បីបម្រើដល់ផលប្រយោជន៍របស់ប្រជាពលរដ្ឋនៅ ក្នុងដែនមត្តកិច្ចរបស់ខ្លួន ត្រូវបានធ្វើឡើងនៅឆ្នាំ ២០០២ និង ការបោះឆ្នោតក្រុមប្រឹក្សាឃុំសង្កាត់ជុំថ្មី នៅឆ្នាំ ២០០៧ និង អាណត្តិនីមួយៗមានរយៈពេល ០៥ ឆ្នាំ (គ.ជ.អ.ប ឆ្នាំ ២០១២) ។

ដោយសារសមាសធាតុសំខាន់នៃអភិបាលកិច្ចត្រូវបានអនុវត្ត និង ដាក់បញ្ចូលទៅក្នុងគម្រោង ផ្លូវជនបទដែលគាំទ្រថវិកាដោយមូលនិធិឃុំសង្កាត់ចាប់តាំងពីឆ្នាំ ២០០២ ដូច្នេះ ប្រធានបទស្តីពី អភិបាលកិច្ចមូលនិធិឃុំសង្កាត់លើការអនុវត្តគម្រោងផ្លូវជនបទ នៅឃុំគោលដៅចំនួន ០២ ឃុំនៃ ខេត្តប៉ៃលិន ភាគខាងលិចនៃប្រទេសកម្ពុជា ត្រូវបានជ្រើសរើសក្នុងគោលបំណងយកមកសិក្សា ស្រាវជ្រាវ ពីព្រោះ ប្រធានបទនេះពិតជាមានសារៈសំខាន់ណាស់ ដើម្បីសិក្សាស្វែងយល់ ថាតើ វឌ្ឍន ភាពនៃការអនុវត្តអភិបាលកិច្ចមានស្ថានភាពយ៉ាងណាតាមរយៈការអនុវត្តគម្រោងផ្លូវជនបទគាំទ្រ ថវិកាដោយមូលនិធិឃុំសង្កាត់នៅថ្នាក់ឃុំ ។

១.៣ សំណួរស្រាវជ្រាវ

ដើម្បីឆ្លើយតបចំណោទបញ្ហា ការសិក្សាបានបង្កើតសំណួរស្រាវជ្រាវសំខាន់ ៥ សំណួរ ដែលអាច ប្រើប្រាស់ជាមូលដ្ឋានសម្រាប់បង្កើតកម្រងបញ្ជីសំណួរ ។ ការសិក្សាមានបំណងស្វែងរកចម្លើយតបនូវ សំណួរស្រាវជ្រាវដូចខាងក្រោម ៖

- i. តើមានទ្រឹស្តីបែបទស្សនៈ និង ទ្រឹស្តីបែបពិសោធន៍អ្វីខ្លះត្រូវបានពិនិត្យសារឡើងវិញ?
- ii. តើក្រុមប្រឹក្សាឃុំអាណត្តិទី ២ សម្រេចបានលទ្ធផលសំខាន់ៗអ្វីខ្លះរយៈពេល ៥ ឆ្នាំ (២០០៧- ២០១១)?
- iii. តើសមាសធាតុ និង កំរិតនៃអភិបាលកិច្ចត្រូវបានអនុវត្ត និង ដាក់បញ្ចូលទៅក្នុងគម្រោងផ្លូវ ជនបទគាំទ្រថវិកាដោយមូលនិធិឃុំសង្កាត់បានកំរិតណា?

- iv. តើការអនុវត្តគម្រោងផ្លូវជនបទគាំទ្រថវិកាដោយមូលនិធិឃុំសង្កាត់មានផលប្រយោជន៍ និង ផលប៉ះពាល់អ្វីខ្លះដែលបានកើតឡើងនៅក្នុងឃុំលគោលដៅទាំង ២ ឃុំ ?
- v. តើការសិក្សាបានស្នើអនុសាសន៍រួម និង ជាក់លាក់អ្វីខ្លះសម្រាប់ក្រុមប្រឹក្សាឃុំយកទៅអនុវត្តដើម្បីធ្វើឲ្យប្រសើរដល់ការអនុវត្តគម្រោងផ្លូវជនបទគាំទ្រថវិកាដោយមូលនិធិឃុំសង្កាត់នៅពេលក្រោយ ?

១.៤ គោលបំណងនៃការស្រាវជ្រាវ

ដើម្បីសម្រេចដល់ការសិក្សា និង ឆ្លើយតបសំណួរស្រាវជ្រាវ ការសិក្សាបានបង្កើតគោលបំណងស្រាវជ្រាវជាក់លាក់ចំនួន ០៥ ដូចខាងក្រោម ៖

- i. ពិនិត្យលើទ្រឹស្តីបែបទស្សន និង ទ្រឹស្តីបែបពិសោធន៍ (របាយការណ៍សិក្សាស្រាវជ្រាវមុនៗ)
- ii. ពិនិត្យឡើងវិញលើលទ្ធផលសម្រេចបានរយៈពេល ០៥ ឆ្នាំនៃការអនុវត្តការងាររបស់ក្រុមប្រឹក្សាឃុំសង្កាត់អាណត្តិទី ២ ឆ្នាំ ២០០៧-២០១១
- iii. សិក្សាអំពីសមាសធាតុ និង កំរិតនៃការអនុវត្តអភិបាលកិច្ចល្អនៅក្នុងគម្រោងផ្លូវជនបទគាំទ្រថវិកាដោយមូលនិធិឃុំសង្កាត់
- iv. វាយតម្លៃផលប្រយោជន៍ និង ផលប៉ះពាល់នៃការអនុវត្តមូលនិធិឃុំលើគម្រោងផ្លូវជនបទ និង
- v. ផ្តល់អនុសាសន៍ និង លើកសំនូមពរសម្រាប់ធ្វើឲ្យប្រសើរឡើងដល់ការអនុវត្តអភិបាលកិច្ចល្អនៅក្នុងគម្រោងផ្លូវជនបទគាំទ្រថវិកាដោយមូលនិធិឃុំសង្កាត់ ។

១.៥ សារៈសំខាន់នៃការស្រាវជ្រាវ

ការសិក្សាស្រាវជ្រាវពិតជាមានសារៈសំខាន់ណាស់សម្រាប់ឃុំគោលដៅទាំងពីរនៃខេត្តប៉ៃលិន ដើម្បីស្វែងយល់បន្ថែមអំពី ១) លទ្ធផលសម្រេចបានរយៈពេល ០៥ ឆ្នាំ (២០០៧-២០១១) នៃក្រុមប្រឹក្សាឃុំសង្កាត់អាណត្តិទី២ ២) ការស្វែងយល់របស់បុគ្គលិករដ្ឋបាលថ្នាក់ក្រោមជាតិលើអភិបាលកិច្ចល្អ និង ៣) កំរិតនៃការអនុវត្ត និង ពេញចិត្តលើអភិបាលកិច្ចល្អ ផលប្រយោជន៍/ផលប៉ះពាល់នៃការអនុវត្តមូលនិធិឃុំសង្កាត់លើគម្រោងផ្លូវជនបទ ។

វាអាចជួយធ្វើឲ្យប្រសើរឡើងដល់អាណត្តិផ្សេងទៀតនៃក្រុមប្រឹក្សាឃុំសង្កាត់ អង្គការសង្គមស៊ីវិល និង ស្ថាប័នរដ្ឋាភិបាល ដែលពាក់ព័ន្ធក្នុងការអនុវត្តការសិក្សាស្រាវជ្រាវផ្សេងទៀតលើវិស័យអភិបាលកិច្ចល្អ ។

របកគំហើញទាំងមូលនៃការសិក្សាអាចចងក្រងជាមេរៀន និង សំនូមពរសម្រាប់ធ្វើឲ្យប្រសើរឡើងដល់ក្រុមប្រឹក្សាឃុំសង្កាត់អាណត្តិទី៣ នៅខេត្តប៉ៃលិន ភាគខាងលិចនៃប្រទេសកម្ពុជា ។ ការសិក្សាស្រាវជ្រាវអនុវត្តលើវិស័យនៃអភិបាលកិច្ចមូលនិធិ និស្សិត និង អ្នកស្រាវជ្រាវនៅមហាវិទ្យាល័យអាចមានផលប្រយោជន៍យ៉ាងច្រើនពីរបកគំហើញទាំងនេះ ។

១.៦ វិសាលភាព និង ដែនកំណត់នៃការស្រាវជ្រាវ

ប្រធានបទសិក្សាស្តីពី អភិបាលកិច្ចមូលនិធិឃុំសង្កាត់លើការអនុវត្តគម្រោងផ្លូវជនបទ នៅឃុំគោលដៅចំនួន ០២ នៃខេត្តប៉ៃលិន ភាគខាងលិចនៃប្រទេសកម្ពុជាត្រូវបានសិក្សាស្រាវជ្រាវនៅចន្លោះឆ្នាំ ២០១៤-២០១៧ ។ ការសិក្សាបានផ្តោតសំខាន់ទាំងទិន្នន័យចម្បង និង ទិន្នន័យបន្ទាប់បន្សំទាំងនៅក្នុងឃុំ និង ក្រៅឃុំគោលដៅ និងបានកំណត់ជ្រើសរើសយកសំណាកគំរូសរុបចំនួន ១០០ នាក់ (ស្រី ៤៦ នាក់) ក្នុងគោលបំណងសម្រាប់ធ្វើការសិក្សា និង ប្រមូលទិន្នន័យក្នុងនោះរួមមាន (i) សមាជិកក្រុមប្រឹក្សាឃុំ (ii) ប្រធានក្រុមប្រឹក្សាស្រុក (iii) មន្ត្រីបច្ចេកទេសហេដ្ឋារចនាសម្ព័ន្ធផ្លូវ (iv) អភិបាលនៃគណៈអភិបាលស្រុក (v) អនុប្រធានមន្ទីរផែនការខេត្ត (vi) ទីប្រឹក្សារដ្ឋបាលថ្នាក់ក្រោមជាតិថ្នាក់ខេត្ត (vii) អង្គការសង្គមស៊ីវិល និង (viii) កសិករមូលដ្ឋាន ។

១.៧ រចនាសម្ព័ន្ធនៃការស្រាវជ្រាវ

នៅផ្នែកនេះបានបរិយាយអំពីទិដ្ឋភាពរួមនៃការសិក្សាស្រាវជ្រាវ និង ត្រូវបានបែងចែកជា ៥ ជំពូកសម្រាប់ជារចនាសម្ព័ន្ធនៃការសិក្សាស្រាវជ្រាវទាំងមូល ដូចបានបង្ហាញខាងក្រោម ៖

- **ជំពូក ១ សេចក្តីផ្តើម៖** ជំពូកនេះត្រូវបានបែងចែកជា ៧ ផ្នែកដូចជា៖ លំនាំបញ្ហា ចំណោទបញ្ហា សំណួរស្រាវជ្រាវ គោលបំណងស្រាវជ្រាវ សារៈសំខាន់នៃការស្រាវជ្រាវ វិសាលភាព និង ដែនកំណត់នៃការស្រាវជ្រាវ និង រចនាសម្ព័ន្ធនៃការស្រាវជ្រាវ ។

- **ជំពូក ២ រំលឹកទ្រឹស្តី:** ជំពូកនេះត្រូវបានបែងចែកជា ២ ផ្នែកដូចជា: ទ្រឹស្តីបែបទស្សន៍ និង ទ្រឹស្តីបែបពិសោធន៍ (របាយការណ៍សិក្សាស្រាវជ្រាវមុនៗ) ។
- **ជំពូក ៣ វិធីសាស្ត្រនៃការស្រាវជ្រាវ:** ជំពូកនេះត្រូវបានបែងចែកជា ៨ ផ្នែកដូចជា: ប្រភេទនៃការវិភាគ ប្រភព និង ប្រភេទទិន្នន័យ ទំហំសំណាកគំរូ វិធីសាស្ត្រជ្រើសរើសសំណាកគំរូ បច្ចេកទេសប្រមូលទិន្នន័យ ឧបករណ៍សិក្ខា ការគ្រប់ដណ្តប់លើការសិក្សា បច្ចេកទេសវិភាគទិន្នន័យ ។
- **ជំពូក ៤ ស្ថានភាពទូទៅនៃឃុំគោលដៅ:** ជំពូកនេះត្រូវបានបែងចែកជា ៤ ផ្នែកដូចជា: សាវតាខេត្តប៉ៃលិន ឃុំស្ទឹងកាច់ និង ឃុំអូរតាវ៉ៅ ក្របខណ្ឌស្ថាប័ន និង យន្តការគាំទ្រអភិបាលកិច្ចល្អមូលដ្ឋាននៅថ្នាក់ឃុំ និង ប្រភពមូលនិធិ និង ដៃគូអភិវឌ្ឍន៍ ។
- **ជំពូក ៥ ការវិភាគទិន្នន័យ និង ពិភាក្សាលើរបកគំហើញ:** ជំពូកនេះត្រូវបានបែងចែកជា ៦ ផ្នែកដូចជា: ព័ត៌មានអ្នកឆ្លើយតប ការអភិវឌ្ឍសមត្ថភាព និង ថវិកាចំណូលឃុំរបស់ក្រុមប្រឹក្សាឃុំ កំរិតនៃការអនុវត្តអភិបាលកិច្ចល្អនៅក្នុងមូលនិធិឃុំ កំរិតនៃការពេញចិត្តលើការអនុវត្តអភិបាលកិច្ចល្អនៅក្នុងមូលនិធិឃុំ ផលប្រយោជន៍គម្រោងផ្លូវជនបទគាំទ្រថវិកាដោយមូលនិធិឃុំនៅថ្នាក់ឃុំ និង ផលប៉ះពាល់គម្រោងផ្លូវជនបទគាំទ្រថវិកាដោយមូលនិធិឃុំនៅថ្នាក់ឃុំ
- **ជំពូក ៦ សេចក្តីសន្និដ្ឋាន និង អនុសាសន៍:** ជំពូកនេះត្រូវបានបែងចែកជា ២ ផ្នែកដូចជា: សេចក្តីសន្និដ្ឋាន និង អនុសាសន៍ ។

ជំពូក ២ ការរំលឹកទ្រឹស្តី

២.១ ទ្រឹស្តីបែបទស្សន

២.២ ទស្សននៃអភិបាលកិច្ច

ពាក្យអភិបាលកិច្ចមានភាពទាក់ទាញនៅក្នុងការទ្រឹស្តីអភិវឌ្ឍ និង ការអភិវឌ្ឍ ទោះបីពាក្យនេះមិនមែនជាពាក្យថ្មីនៅក្នុងការអភិវឌ្ឍក៏ដោយ វាត្រូវបានដាក់បញ្ចូលទៅក្នុងកិច្ចការងារអភិវឌ្ឍចាប់តាំងពីនៅចន្លោះចុងឆ្នាំ ១៩៨០ (CIDA ឆ្នាំ ១៩៩៧) ។ ពាក្យអភិបាលកិច្ចត្រូវបានគេប្រើប្រាស់ និង ពិភាក្សាគ្នានៅក្នុងស្ថានភាព និង វិស័យផ្សេងៗគ្នា រួមទាំង អភិបាលកិច្ចសាជីវកម្ម អភិបាលកិច្ចមូលដ្ឋាន ជាតិ និង អន្តរជាតិ (UNESCAP ឆ្នាំ ២០០៤) ។

អភិបាលកិច្ចបានទទួលយកវិធីសាស្ត្រល្អ និង មិនល្អជាច្រើន ដែលសង្គមអនុវត្ត ដើម្បីបែងចែកអំណាច និង គ្រប់គ្រងបញ្ហា និង ធនធានសាធារណៈ ខណៈដែលធនធាន និង បញ្ហាទាំងនោះត្រូវត្រូវបានគ្រប់គ្រងយ៉ាងមានប្រសិទ្ធភាព និង បានឆ្លើយតបនឹងតម្រូវការអាទិភាពរបស់សង្គម ។ ពាក្យអភិបាលកិច្ចមាននិយមន័យជាច្រើនដែលត្រូវបានកំណត់ដោយ អង្គភាពអង្គការសហប្រជាជាតិ (UNDP ឆ្នាំ ១៩៩៧) ។

អភិបាលកិច្ចត្រូវបានគេមើលឃើញថាជាដំណើរការអនុវត្តសម្រាប់ការគ្រប់គ្រងកិច្ចការងាររបស់ប្រទេសមួយជាផ្នែកមួយនៃធនធានសេដ្ឋកិច្ច និង សង្គម សម្រាប់ការអភិវឌ្ឍ និង ភ្ជាប់មកជាមួយនូវខ្លឹមសារផ្សេងទៀតនៃការធ្វើសេចក្តីសម្រេចចិត្តលើ ធនធាន និង សេដ្ឋកិច្ចសម្រាប់គោលបំណងនៃការអភិវឌ្ឍ (WB ឆ្នាំ ១៩៩២) ។

២.៣ និយមន័យនៃអភិបាលកិច្ចល្អ

តាំងពីឆ្នាំ ១៩៧៨ ធនាគារពិភពលោកបានប្រើពាក្យ “ អភិបាលកិច្ចល្អ ” ដោយសារជាបទដ្ឋាននៃការគ្រប់គ្រងបែបអន្តរជាតិ (Te, ២០០៧) ។ អភិបាលកិច្ចតំណាងឲ្យការគ្រប់គ្រងល្អ ឬ មិនល្អ (UNDP, ២០០៧) និង ទស្សននៃអភិបាលកិច្ចល្អក្លាយទៅជាការទាក់ទាញនៅចន្លោះឆ្នាំ ១៩៩០

ខណៈពាក្យអភិបាលកិច្ចល្អត្រូវបានដាក់បញ្ចូលទៅក្នុងគោលនយោបាយនៃភ្នាក់ងារអភិវឌ្ឍន៍អន្តរជាតិ ។ ដូច្នេះអភិបាលកិច្ចល្អត្រូវបានគេកំណត់ជាសសរគោលនយោបាយនៃយុទ្ធសាស្ត្រអភិវឌ្ឍ ។ ប៉ុន្តែ តើអភិបាលកិច្ចល្អមានអ្វីខ្លះ? និយមនៃជាច្រើនត្រូវបានកំណត់ដោយភ្នាក់ងារអភិវឌ្ឍជាច្រើន អ្នកប្រាជ្ញម្នាក់ៗ និង គ្រឹះស្ថានហិរញ្ញវត្ថុ ដែលអ្នកទាំងនោះបានគិត និង បង្កើតសូចនាករ និង ធាតុនៃអភិបាលកិច្ចល្អផ្សេងៗគ្នា ដើម្បីវាស់វែងអំពីគុណភាពនៃអភិបាលកិច្ច ដោយផ្អែកលើគោលបំណងរបស់គេរៀងៗខ្លួន (Parnini, ២០០៦) ។

២.៤ គោលការណ៍នៃអភិបាលកិច្ចល្អ

គោលការណ៍នៃអភិបាលកិច្ចល្អត្រូវបានកំណត់និយមន័យខុសគ្នាតិចតួច ។ និយមន័យនៃអភិបាលកិច្ចល្អត្រូវបានពិចារណាពីវិទ្យាស្ថានផ្សេងៗ និង ស្ថាប័នអភិវឌ្ឍ និង ពីប្រទេសកម្ពុជាផងដែរ ((Romeo, ឆ្នាំ២០០៣) ។

ស្ថិតនៅក្រោមគោលការណ៍នៃអភិបាលកិច្ចល្អមូលដ្ឋាន និង ការអនុវត្តមូលនិធិឃុំសង្កាត់ត្រូវបានដកស្រង់ចេញ និង ធ្វើឲ្យមានភាពងាយស្រួលពីការអនុវត្តសូចនាករនៃអភិបាលកិច្ចល្អនៃវិទ្យាស្ថាន King Prajadhipok នៅឆ្នាំ ២០០៥ និង បញ្ចូលនូវចំណុចដូចខាងក្រោម (NCSC, ឆ្នាំ ២០០៥) ៖

- **ការចូលរួម** គ្របដណ្តប់លើការចូលរួមក្នុងការធ្វើសេចក្តីសម្រេចចិត្ត អនុវត្ត និង តាមដានវាយតម្លៃគម្រោងរបស់ឃុំសង្កាត់រួម ។
- **គណនេយ្យភាព** ផ្តោតលើការអនុវត្តមូលនិធិឃុំ ។
- **ការឆ្លើយតប** រួមបញ្ចូលការលើកឡើងតម្រូវការរបស់ប្រជាពលរដ្ឋ ឆ្លើយតបនឹងតម្រូវការស្ថិតនៅក្នុងក្របខណ្ឌពេលវេលានៃការអនុវត្តគម្រោងផ្លូវជនបទគាំទ្រវិភាគដោយមូលនិធិឃុំសង្កាត់
- **តម្លាភាព** គ្របដណ្តប់ប្រតិបត្តិការហិរញ្ញវត្ថុ បើកចំហ និង ផ្សព្វផ្សាយព័ត៌មានយ៉ាងទូលំទូលាយ និង អាចចូលទៅរកព័ត៌មានងាយស្រួល ។
- **ប្រសិទ្ធភាព និង ប្រសិទ្ធផល** ពាក់ព័ន្ធនឹងការប្រើប្រាស់ធនធាន និង ការរៀបចំផែនការ ចំណាយប្រកបដោយប្រសិទ្ធភាព ។ អាទិភាពត្រឹមត្រូវគ្របដណ្តប់លើការសិក្សាស្រាវជ្រាវ ។
- **នីតិវដ្ត** ផ្តោតលើក្របខណ្ឌច្បាប់មានស្រាប់នៃលទ្ធកម្មគម្រោងឃុំ មូលនិធិឃុំ សៀវភៅអនុវត្តគម្រោង និង គោលការណ៍ណែនាំស្តីពីការតាមដាន និង វាយតម្លៃ ។

គោលការណ៍នៃអភិបាលកិច្ចមូលដ្ឋាននៅក្នុងការស្រាវជ្រាវត្រូវបានដកស្រង់ និង ធ្វើឲ្យមាន ភាពងាយស្រួលពីប្រភពផ្សេងៗ ដែលត្រូវបានដកស្រង់ពីក្របខណ្ឌអភិបាលកិច្ចមូលដ្ឋាន ដែលត្រូវ បានអនុវត្តសម្រាប់ក្រុមប្រឹក្សាឃុំ (NCSC ឆ្នាំ២០០៥ b) ដោយរួមបញ្ចូលទាំងនីតិវិធី ការចូលរួម គណនេយ្យភាព តម្លាភាព ការឆ្លើយតប ប្រសិទ្ធភាព និង ប្រសិទ្ធផល (ADB, ឆ្នាំ១៩៩៥ និង CIDA, ឆ្នាំ១៩៩៧) ។

២.៥ អភិបាលកិច្ចថវិកាមូលដ្ឋាន

ក្រុមប្រឹក្សារដ្ឋបាលថ្នាក់ក្រោមជាតិនឹងមានធនធានគ្រប់គ្រាន់ និង ផ្តល់អំណាច ដើម្បីលើកឡើង បែងចែក ចំណាយ និង គ្រប់គ្រងថវិកា ក្នុងគោលបំណង ៖

- គ្រប់គ្រង និង អនុវត្តមុនងារកាតព្វកិច្ច
- គ្រប់គ្រង និង អនុវត្តមុនងារជំរើសដែលបានជ្រើសរើសដើម្បីអនុវត្ត
- បំពេញតួនាទីផ្លូវច្បាប់របស់ខ្លួន
- គ្របដណ្តប់ចំណាយផ្នែករដ្ឋបាល
- បំពេញតួនាទី និង មុខងារនៅក្នុងមធ្យោសាយជាច្រើន ដែលលើកកម្ពស់ការអភិវឌ្ឍប្រជាធិបតេយ្យស្ថិតនៅក្នុងដែនសមត្ថកិច្ចរបស់ឃុំ និង
- គ្រប់ក្រុមប្រឹក្សានឹងរៀបចំហិរញ្ញវត្ថុស្ថិតនៅក្នុងលក្ខណៈតម្លាភាព និង ប្រសិទ្ធផល និង គណនេយ្យភាពទាំងចំពោះប្រជាពលរដ្ឋ និង រដ្ឋាភិបាល (MoI, ឆ្នាំ ២០០៧) ។

ការគ្រប់គ្រងមូលនិធិឃុំសង្កាត់

មាត្រា ៤ បរិយាយអំពី ក្រុមប្រឹក្សាភិបាលមូលនិធិឃុំសង្កាត់ គឺត្រូវបានបង្កើតឡើង និង មាន តួនាទីទទួលខុសត្រូវដូចខាងក្រោម ៖

- ការផ្តល់យោបល់ដល់រដ្ឋាភិបាលកម្ពុជា អំពីការចែករំលែងប្រាក់ចំណូលក្នុងស្រុកសរុបនឹងត្រូវ បែងចែក ។
- តាមដានការលំហូរធនធានចូលទៅក្នុងថវិកាឃុំពីជំនួយខាងក្រៅ និង កម្ចី និង បង្កើតគោលដៅ សម្រាប់គៀងគរធនធានពីខាងក្រៅ ដោយរដ្ឋាភិបាល ។

- អនុវត្តរូបបន្តសម្រាប់បែងចែកធនធាននៃថវិកា និង ការផ្តល់យោបល់ដល់រដ្ឋាភិបាលកម្ពុជា ដូចបានបរិយាយនៅក្នុងមាត្រា ១១ ។
- អនុវត្ត និង ពិនិត្យប្រចាំឆ្នាំលើការចំណាត់ថ្នាក់ឃុំសង្កាត់ សម្រាប់គោលបំណងនៃការបែងចែកសមាសធាតុនៃថវិកា ដូចបានបរិយាយនៅក្នុងមាត្រា ១២ និង ១៣ ។
- ការអនុម័តផែនការប្រចាំឆ្នាំនៃការបែងចែកធនធានរបស់មូលនិធិដោយផ្អែកលើការចំណាត់ថ្នាក់ និង រូបបន្តដូចបង្ហាញខាងលើ ។
- ទំនាក់ទំនងជាមួយឃុំសង្កាត់អំពីការបែងចែកធនធាននៃមូលនិធិ និង ព្យាករណ៍សន្ទស្សន៍លើរយៈពេល ០៣ ឆ្នាំ ។
- តាមដានលើការផ្ទេរធនធានជាក់ស្តែងនៃមូលនិធិឃុំសង្កាត់ដោយធៀបនឹងផែនការបែងចែកប្រចាំឆ្នាំ និង អនុម័តរបាយការណ៍ហិរញ្ញវត្ថុប្រចាំឆ្នាំ ។

មាត្រា ១៥ បរិយាយថា ការផ្ទេរពីមូលនិធិឃុំសង្កាត់អាចត្រូវបានប្រើប្រាស់ដោយក្រុមប្រឹក្សាឃុំសង្កាត់ ដើម្បីគ្រប់ដណ្តប់ពេញលិញ ឬ ផ្នែកណាមួយ ។ ការចំណាយវិនិយោគ និង ចរន្ត ដែលឆ្លុះបញ្ចាំងពីការអនុម័តថវិការបស់ក្រុមប្រឹក្សាឃុំ និង មិនបំពានច្បាប់ឃុំ ឬ ច្បាប់ និង បទបញ្ជាផ្ទៃក្នុងផ្សេងៗទៀត ដែលចេញដោយរដ្ឋាភិបាលកម្ពុជា ។ ការចំណាយផ្នែករដ្ឋបាល គឺជាការចំណាយចរន្ត ដែលអនុវត្តដោយក្រុមប្រឹក្សានៅក្នុងការបំពេញតួនាទីរដ្ឋបាលទូទៅរបស់ខ្លួន (NCSC, ឆ្នាំ ២០០២) ។

តួនាទី មុនងារ និង អំណាចនៃរដ្ឋបាលឃុំ

យោងមាត្រា ៤១ បរិយាយថា រដ្ឋបាលឃុំសង្កាត់មានតួនាទី ដើម្បីលើកកម្ពស់ និង គាំទ្រអភិបាលកិច្ចល្អ ដោយការវាស់វែង និង ប្រើធនធានមានស្រាប់ប្រកបដោយចីរភាព ដើម្បីឆ្លើយតបនឹងតម្រូវការមូលដ្ឋានរបស់ឃុំសង្កាត់ បម្រើផលប្រយោជន៍រួមរបស់ប្រជាពលរដ្ឋ និង គោរពផលប្រយោជន៍ជាតិអនុលោមទៅតាមគោលនយោបាយរបស់រដ្ឋ (LAU/MoI, ឆ្នាំ ២០០១) ។

ហិរញ្ញវត្ថុឃុំសង្កាត់

យោងមាត្រា ៨១ នៃច្បាប់គ្រប់គ្រងរដ្ឋបាលឃុំសង្កាត់បានបញ្ជាក់ថា ៖

- ឃុំសង្កាត់មួយត្រូវមានសិទ្ធិទទួលបានការផ្ទេរផ្នែកខ្លះនៃទ្រព្យសម្បត្តិ និង ធនធានរបស់រដ្ឋ ដូចជាទ្រព្យសម្បត្តិរបស់រដ្ឋបាលឃុំសង្កាត់ ។

- ឃុំសង្កាត់ត្រូវគ្រប់គ្រងទ្រព្យសម្បត្តិឲ្យបានត្រឹមត្រូវ ដែលទ្រព្យសម្បត្តិទាំងនោះជារបស់រដ្ឋ ។
- ឃុំសង្កាត់មួយអាចប្រើ និង ទទួលបានចំណូលពីទ្រព្យសម្បត្តិដែលផ្ទេរដោយរដ្ឋសម្រាប់ការគ្រប់គ្រង ។
- ឃុំសង្កាត់មួយត្រូវរក្សា និង ការពារទ្រព្យសម្បត្តិឲ្យបានល្អដែលផ្ទេរដោយរដ្ឋ និង ឃុំសង្កាត់មួយមិនមានសិទ្ធិលក់ ឬ ផ្ទេរកម្មសិទ្ធិ ឬ ផ្ទេរសិទ្ធិប្រើប្រាស់ ដោយគ្មានការអនុញ្ញាតពី រដ្ឋមន្ត្រីក្រសួងសេដ្ឋកិច្ច និង ហិរញ្ញវត្ថុជាមុន ដោយអនុវត្តតាមការឯកភាពពីក្រសួងមហាផ្ទៃ ។
- នីតិវិធីសម្រាប់គ្រប់គ្រង និង ប្រើប្រាស់របស់រដ្ឋខាងលើនឹងត្រូវបានកំណត់ដោយអនុក្រឹត ។

យោងមាត្រា ៨២ ផងដែរបានបរិយាយថា ឃុំសង្កាត់មួយនឹងបង្កើតប្រព័ន្ធមួយសម្រាប់គ្រប់គ្រងតាមដាន និង ត្រួតពិនិត្យថវិការបស់ខ្លួន ដែលរួមមាន៖

- បទដ្ឋានហិរញ្ញវត្ថុ និង ការកត់ត្រាគណនេយ្យដាក់ស្តែង
- ការគ្រប់គ្រងទ្រព្យសម្បត្តិ
- តម្រូវការឲ្យមានដំណើរការសាវនកម្ម
- ការគ្រប់គ្រងហិរញ្ញវត្ថុ ដោយមានតម្លាភាព ប្រសិទ្ធផល និង គណនេយ្យភាព និង
- ប្រព័ន្ធសម្រាប់ការគ្រប់គ្រង ការតាមដាន ការត្រួតពិនិត្យហិរញ្ញវត្ថុឃុំនឹងត្រូវបានកំណត់ដោយអនុក្រឹត ។

យោងមាត្រា ៨៣ ផងដែរបានបញ្ជាក់ថា ការគ្រប់គ្រងហិរញ្ញវត្ថុ និងទ្រព្យសម្បត្តិឃុំសង្កាត់នឹងជាប្រធានបទស្ថិតនៅក្រោម ការគ្រប់គ្រងរបស់ក្រសួងសេដ្ឋកិច្ច និង ហិរញ្ញវត្ថុ ក្រោយពីបានពិភាក្សា និង ឯកភាពជាគោលការណ៍ជាមួយក្រសួងមហាផ្ទៃ (LAU/MoI, ឆ្នាំ ២០០១) ។

២.២ ទ្រឹស្តីបែបពិសោធន៍ (របាយការណ៍សិក្សាស្រាវជ្រាវមុនៗ)

២.២.១ អភិបាលកិច្ចថវិកា

ទីក្រុងរបស់ប្រទេសស្វីសបានកើនឡើងផ្ដោតលើគោលនយោបាយសិក្សាស្រាវជ្រាវ និង សកម្មជាអ្នកផ្តល់ថវិកាសម្រាប់ការសិក្សាស្រាវជ្រាវ និង អភិវឌ្ឍកាលពីជាង ២ ទសវត្សរ៍មុន ។ ដោយសារតែមានកាលៈទេសៈដែលសកម្មភាពផ្ដោតលើថវិកាស្រាវជ្រាវនៅរដ្ឋបាលមូលដ្ឋានអាចជួបបញ្ហាប្រឈមដែលខុសពីការស្រាវជ្រាវនៅថ្នាក់ជាតិ ។ វាមានសារៈសំខាន់ណាស់ ដើម្បីពិនិត្យពីតួនាទីរបស់ទីក្រុងជា

អង្គភាពផ្តល់ថវិកាស្រាវជ្រាវ ពិចារណាលើលក្ខខណ្ឌគោលនយោបាយមូលដ្ឋាន ក្របខណ្ឌស្ថាប័នជាតិ និង គោលនយោបាយផ្សេងទៀតដែលមានតួនាទី ។ នៅក្នុងអត្ថបទនេះ ការវិភាគលើការបង្កើតមូលនិធិស្រាវជ្រាវ ដើម្បីវិភាគជំនឿវិកាជំនួយដល់គម្រោងស្រាវជ្រាវនៅក្នុងទីក្រុងរបស់ប្រទេសស្វីស ។ លើសពីនេះទៀត ការសិក្សាបង្ហាញថា រដ្ឋនីមួយៗមានការលើកទឹកចិត្តឲ្យមានការសិក្សាស្រាវជ្រាវបន្ថែម ដោយទីក្រុងនីមួយៗ ដែលទីក្រុងនោះអាចមិនមានភាពច្បាស់លាស់អំពីការបំពេញតួនាទីរបស់ខ្លួន (Bo. P, , ឆ្នាំ ២០១៧) ។

បច្ចុប្បន្ន រដ្ឋាភិបាលបានផ្ដោតយកចិត្តទុកដាក់លើឃុំសង្កាត់ ដោយបង្កើតឲ្យមានមូលនិធិឃុំសង្កាត់ នៅកំរិតអភិវឌ្ឍមូលដ្ឋាន និង កំណែទម្រង់វិមជ្ឈការ និង វិសហមជ្ឈការនៅរដ្ឋបាលថ្នាក់ក្រោមជាតិ ដែលទទួលបានការគាំទ្រពីក្រសួងមហាផ្ទៃ និង គ.ជ.អ.ប ។ ដើម្បីដោះស្រាយបញ្ហាអភិវឌ្ឍមូលដ្ឋាន មូលនិធិនេះនឹងត្រូវប្រើប្រាស់ ដោយមានតម្លាភាព និង គណនេយ្យភាព ស្របតាមអនុក្រឹត្យនៃការបង្កើតមូលនិធិឃុំសង្កាត់ ។ មូលនិធិឃុំសង្កាត់ដែលបានវិភាគន៍ដល់រដ្ឋបាលមូលដ្ឋាននៃប្រទេសកម្ពុជាគឺជាផ្នែកមួយនៃការអភិវឌ្ឍមូលដ្ឋាន ក៏ដូចជាបញ្ជាក់ពីប្រភេទនៃស្ថានភាពរបស់ឃុំសង្កាត់ ស្ថិតិ និងការបែងចែកថវិកា ។ ជាពិសេស លទ្ធផលនៃអនុវត្តលើការបែងចែកថវិកាឃុំសង្កាត់នឹងមានលទ្ធភាពបង្ហាញពីរបៀបដែលថវិកាឃុំនឹងត្រូវបានប្រើប្រាស់យ៉ាងមានប្រសិទ្ធភាព (MoI/NCDD, ឆ្នាំ ២០០៨)។

វិទ្យាស្ថានស្រាវជ្រាវ CDRI ឆ្នាំ ២០០៨ បានបរិយាយថា មូលនិធិឃុំសង្កាត់គឺជាកញ្ចប់ថវិកាមួយដែលរដ្ឋាភិបាលកម្ពុជានឹងផ្ទេរដល់ក្រុមប្រឹក្សាឃុំសង្កាត់ ដោយរួមបញ្ចូលទាំងចំណូលពន្ធ និង បដិភាពពីដៃគូអភិវឌ្ឍ ដើម្បីចំណាយលើរដ្ឋបាល និង ការអភិវឌ្ឍមូលដ្ឋាននៅថ្នាក់ឃុំ ។ ការផ្ទេរថវិកាពីថ្នាក់ជាតិដល់ថ្នាក់ឃុំសង្កាត់ ដោយផ្អែកលើរូបបន្ត ឬ អាត្រាជាក់ស្តែងសម្រាប់សម្រាប់រយៈពេល ០៣ ឆ្នាំចុងក្រោយ និង មិនឲ្យលើសពី ០៥ ឆ្នាំ ដែលត្រូវកំណត់ដោយអនុក្រឹត្យ ។ ថវិកានេះត្រូវបានបែងចែកទៅជាពីរផ្នែកសម្រាប់ចំណាយរដ្ឋបាល និង ការអភិវឌ្ឍមូលដ្ឋាន (Mom, V. & Xu. X, ឆ្នាំ ២០១៦) ។

ពិនិត្យលើកំណត់នៃសមតុល្យភាពថវិកាមូលដ្ឋាន និង ផលប៉ះពាល់នៃសមតុល្យភាពថវិកាស្តីពីធ្វើឲ្យស្ថេរភាពលើការចំណាយមូលដ្ឋាន និង ការរក្សាលើផ្តល់សេវាសាធារណៈតាមវដ្តអាជីវកម្ម ។ លទ្ធផលស្រាវជ្រាវមុនៗ បង្ហាញថា សមតុល្យភាពថវិកាទំនងជាមានតួនាទីក្នុងប្រទេស Carolina ភាគខាងជើង ក្នុងអំឡុងពេលការប្រគល់ឲ្យវិញ ប៉ុន្តែមិនមែនការប្រគល់ឲ្យវិញលើកមុនទេ ។ ច្រើនឆ្នាំកន្លងទៅ

រដ្ឋាភិបាលមូលដ្ឋានទាំងនោះអាចធ្វើឲ្យសមត្ថភាពរបស់ខ្លួនប្រសើរឡើង ក្នុងការប្រើប្រាស់សមតុល្យភាពថវិកា សម្រាប់ដោះស្រាយបញ្ហាដូចលំផ្អែកសេដ្ឋកិច្ច (Yilin. H, ឆ្នាំ ២០១៥) ។

អភិបាលកិច្ចមូលនិធិសំដៅលើការពិនិត្យពន្ធ និង សមតុល្យភាពការងារដែលបានបំពេញ ដោយ តួអង្គរដ្ឋាភិបាល (ក្រុមប្រឹក្សាភិបាល) នៃមូលនិធិវិនិយោគ ដើម្បីធានាថា ថវិកាត្រូវបានអនុវត្តនៅក្នុង ផលប្រយោជន៍ល្អបំផុតរបស់មូលនិធិ និង អ្នកវិនិយោគគិតជាច្រើន ។ គោលបំណងនៃអភិបាលកិច្ច មូលនិធិគឺត្រូវលើកម្ពស់គោលការណ៍ច្បាប់រួមដែលត្រូវបានគេចាត់ទុកជាមូលដ្ឋានគ្រឹះនៃកិច្ចការពារអ្នក វិនិយោគគិត ដែលបានបង្កើតច្បាប់តាមរយៈការអនុវត្តគោលការណ៍ច្បាប់វិនិយោគនៅក្នុងដែនសមត្ថ កិច្ចនៃមូលនិធិ ។ គោលការណ៍ទាំងនោះមានការផ្លាស់ប្តូរដោយការកែសម្រួលផ្នែកខ្លះ នៅក្នុងសហរដ្ឋ អាមេរិក ជាទូទៅ ច្បាប់ឆ្នាំ ១៩៤០ ធានាថា៖

- i. មូលនិធិវិនិយោគនឹងត្រូវបានគ្រប់គ្រង យោងទៅតាមគោលបំណងវិនិយោគរបស់មូលនិធិ
- ii. ទ្រព្យសម្បត្តិនៃមូលនិធិវិនិយោគនឹងត្រូវបានរក្សាយ៉ាងមានសុវត្ថិភាព
- iii. នៅពេលអ្នកវិនិយោគគិតសងវិញ ពួកគេនឹងទទួលបានការបែងចែកភាគលាភនៃទ្រព្យសម្បត្តិ ពី ការវិនិយោគ
- iv. មូលនិធិវិនិយោគនឹងត្រូវបានគ្រប់គ្រងសម្រាប់ផលប្រយោជន៍របស់ម្ចាស់ភាគហ៊ុន (គណៈកម្ម ការមូលទានប័ត្រសហរដ្ឋអាមេរិក ឆ្នាំ ២០០៦) ។

២.២.២ ការអភិវឌ្ឍមូលដ្ឋាន

ដើម្បីលើកម្ពស់ការអភិវឌ្ឍមូលដ្ឋាន និង ការទទួលខុសត្រូវរួមសម្រាប់រដ្ឋបាលមូល ឃុំមាន ថវិកាផ្ទាល់ខ្លួន ដូច្នេះថវិកាឃុំ ដែលបែងចែកពីរដ្ឋបាលកណ្តាល (មាត្រា ២ នៃអនុក្រឹត ស្តីពីមូលនិធិ ឃុំឆ្នាំ ២០០២) ។ មូលនិធិនេះត្រូវបានប្រើប្រាស់សម្រាប់ការរៀបចំផែនការអភិវឌ្ឍឃុំនៅតាមឆ្នាំ នីមួយៗ ។ ពេលថ្មីៗនេះ កំណែទម្រង់វិមជ្ឈការ និង វិសហមជ្ឈការ ត្រូវបានសម្របសម្រួលដោយ គណៈកម្មការជាតិសម្រាប់ការអភិវឌ្ឍតាមបែបប្រជាធិបតេយ្យនៅថ្នាក់ក្រោមជាតិ (គ.ជ.អ.ប) ដែលមាន អង្គអន្តរក្រសួងសរុបពី ១០ ទៅ ១១ ក្រសួង ឬ ស្ថាប័ន ។ ថ្មីៗនេះ គ.ជ.អ.ប កំពុងអនុវត្តគម្រោងពាក់

ព័ន្ធទៅនឹងការអភិវឌ្ឍមូលដ្ឋាន និង ពង្រឹងអភិបាលកិច្ចមូលដ្ឋាន ដែលគាំទ្រថវិកាដោយ ភ្នាក់ងារផ្តល់
ជំនួយផ្សេងៗ និង ស្ថាប័នហិរញ្ញវត្ថុ (ផ្តល់ថវិការួមគ្នា) ។ ស្ថិតនៅក្រោមការផ្តល់បច្ចេកទេសពីគម្រោង
គាំទ្រការអភិវឌ្ឍតាមបែបប្រជាធិបតេយ្យតាមរយៈវិមជ្ឈការ និង វិសហមជ្ឈការ ។ គ.ជ.អ.ប កំពុង
បំពេញការងារ ដើម្បីគាំទ្រដល់អភិបាលកិច្ចមូលដ្ឋាន និង ការអភិវឌ្ឍមូលដ្ឋាន នៅក្នុងខេត្តគោលដៅ
ទាំង ២៤ ខេត្ត និង គាំទ្រលើការរៀបចំផែនការ និង ការអនុវត្តរបស់ឃុំសង្កាត់ទាំង ១.៦២១ ឃុំ ។ គ.
ជ.អ.ប កំពុងតែដឹកនាំ និង រៀបចំគម្រោងផ្សេងៗទៀត ដើម្បីឆ្លើយតប និង សម្រេចគោលដៅ ដោយ
មានថវិកាជាច្រើនសម្រាប់គាំទ្រ (PSDD, ឆ្នាំ ២០០៩) ។

ជំពូក ៣

វិធីសាស្ត្រនៃការស្រាវជ្រាវ

៣.១ ប្រភេទនៃការវិភាគ

ការសិក្សាបានប្រើប្រាស់ទាំងវិធីសាស្ត្របែបបរិមាណវិស័យ និង គុណវិស័យ ដើម្បីវិភាគ និង ឆ្លើយតបសំណួរស្រាវជ្រាវ និង គោលបំណងនៃការស្រាវជ្រាវដែលបានបង្កើត ។ ទិន្នន័យ និង ព័ត៌មានបានប្រមូលត្រូវបានបញ្ចូល និង វិភាគ ដោយប្រើកម្មវិធីកុំព្យូទ័រ SPSS និង M.S Excel ។ លើសពីនេះទៀត លទ្ធផលនៃការសិក្សាត្រូវបានវិភាគ និង បកស្រាយទិន្នន័យទៅតាមប្រភេទទិន្នន័យគុណភាព ឬ បរិមាណ និង គោលបំណងនៃការស្រាវជ្រាវនីមួយៗ ទៅតាមលំដាប់លំដោយនៃលទ្ធផល ។

៣.២ ប្រភព និង ប្រភេទទិន្នន័យ

ការសិក្សាស្រាវជ្រាវត្រូវបានអនុវត្តដោយផ្ដោត លើប្រភពទិន្នន័យសំខាន់ពីរគឺ ទិន្នន័យចម្បង និង ទិន្នន័យបន្ទាប់បន្សំទាំងក្នុង និង ក្រៅឃុំគោលដៅ នៃខេត្តប៉ៃលិន ប្រទេសកម្ពុជា ។ ដើម្បីចូលរួមសម្រេចដល់គោលបំណងនៃការស្រាវជ្រាវជាក់លាក់ដូចបានបង្ហាញខាងលើ ការសិក្សាស្រាវជ្រាវបានកំណត់ និង ប្រមូលប្រភេទទិន្នន័យដូចបានបង្ហាញនៅក្នុងតារាងខាងក្រោម ៖

ទិន្នន័យចម្បង	ទិន្នន័យបន្ទាប់បន្សំ
<ul style="list-style-type: none"> - កំរិត និង សន្ទស្សន៍នៃការយល់ដឹងលើអភិបាលកិច្ចល្អ និង ការអភិវឌ្ឍសមត្ថភាពក្រុមប្រឹក្សាឃុំ - កំរិត និង សន្ទស្សន៍នៃការអនុវត្តអភិបាលកិច្ចល្អទៅក្នុងមូលនិធិឃុំសង្កាត់ - សន្ទស្សន៍អាទិភាព និងការអនុវត្តអភិបាលកិច្ចល្អ - កំរិត និង សន្ទស្សន៍នៃការពេញចិត្តលើការអនុវត្តអភិបាលកិច្ចល្អទៅក្នុងមូលនិធិឃុំសង្កាត់ - សន្ទស្សន៍ផលប្រយោជន៍/ផលប៉ះពាល់នៃការអនុវត្តគម្រោងផ្លូវជនបទគាំទ្រដោយថវិកាឃុំ 	<ul style="list-style-type: none"> - សៀវភៅទ្រឹស្តីបែបទស្សន និង ឯកសារពាក់ព័ន្ធ - អត្ថបទស្រាវជ្រាវ របាយការស្រាវជ្រាវ-វាយតម្លៃ - របាយការណ៍វាយតម្លៃគម្រោងជួសជុល និង សាងសង់ផ្លូវ និង ផលប៉ះពាល់គម្រោងផ្លូវ - របាយការណ៍គម្រោងសាងសង់ផ្លូវ - លទ្ធផលសម្រេចបានរយៈពេល ០៥ របស់ក្រុមប្រឹក្សាឃុំអាណត្តិទី២ ឆ្នាំ២០០៧-២០១១ - ក្របខណ្ឌអភិវឌ្ឍស្ថាប័ន និង យន្តការគាំទ្រដល់ការអនុវត្តអភិបាលកិច្ចមូលដ្ឋាននៅថ្នាក់ឃុំ

ទ្រឹស្តីបែបទស្សនៈ	ទ្រឹស្តីបែបពិសោធន៍ (របាយការណ៍ស្រាវជ្រាវមុនៗ)
<ul style="list-style-type: none"> - ទស្សនទាននៃអភិបាលកិច្ច - និយមន័យនៃអភិបាលកិច្ចល្អ - គោលការណ៍នៃអភិបាលកិច្ចល្អ - តួអង្គអនុវត្តអភិបាលកិច្ចល្អ - ផលប៉ះពាល់នៃអភិបាលកិច្ចលើការអភិវឌ្ឍ - រដ្ឋបាលមូលដ្ឋានតាមបែបវិមជ្ឈការ - វិមជ្ឈការ និង អភិបាលកិច្ចល្អមូលដ្ឋាននៅប្រទេសអាស៊ី - អភិបាលកិច្ចមូលដ្ឋាននៃមូលនិធិ និង - ការគ្រប់គ្រងមូលនិធិ និង ហិរញ្ញវត្ថុឃុំ 	<ul style="list-style-type: none"> - អភិបាលកិច្ចមូលនិធិ - ការអភិវឌ្ឍមូលដ្ឋាន - ផលប៉ះពាល់គម្រោងផ្លូវលើអ្នកទទួលផល - ការធ្វើសេចក្តីសម្រេចចិត្តរបស់ក្រុមប្រឹក្សាឃុំ - ប្រសិទ្ធផល/ប្រសិទ្ធភាពនៃគម្រោងអភិបាលកិច្ចមូលដ្ឋាន និង ការវិនិយោគជនបទ (RILGP) - ផលប៉ះពាល់គម្រោង RILGP: កាត់បន្ថយភាពក្រីក្រ - គម្រោង KETSANA: សាងសង់ និង ស្ថាបនាក្រោយពេលគ្រោះមហន្តរាយ និង - ផលប៉ះពាល់លើអភិបាលកិច្ចល្អ និង វិមជ្ឈការ

៣.៣ ទំហំសំណាកគំរូ

ការសិក្សាបានជ្រើសរើស ២ ឃុំក្នុងចំណោម ឃុំសរុបចំនួន ៨ ឃុំ និង ៥ ភូមិក្នុងចំណោមភូមិសរុបចំនួន ២០ ភូមិត្រូវបានជ្រើសរើសសម្រាប់គោលបំណងនៃការសិក្សា ។ អ្នកឆ្លើយចំនួន ១០០ នាក់ក្នុងចំណោម ៥៦៥ នាក់ត្រូវបានជ្រើសរើសជាសំណាកគំរូ ដូចបានបង្ហាញនៅក្នុងតារាងខាងក្រោម ៖

តារាង.៣.១ ចំនួនស្រុក ឃុំ ភូមិ និង គ្រួសារនៃឃុំគោលដៅសិក្សា

ខេត្ត	ស្រុក	ចំនួនឃុំសរុប	ចំនួនឃុំជ្រើសរើស	ចំនួនភូមិសរុប	ចំនួនភូមិជ្រើសរើស	ចំនួនគ្រួសារសរុប	ចំនួនគ្រួសារជ្រើសរើស
ប៉ៃលិន	ប៉ៃលិន	៤	១	៧	៣	៣០៨	៤០
	សាលាក្រៅ	៤	១	១៣	៣	២២០	៤០
សរុប		៨	២	២០	៦	៥២៨	៨០

តារាង ៣.២ ចំនួនអ្នកឆ្លើយតបសម្រាប់សិក្សា

លរ	ចំនួនគ្រួសារសរុប	ចំនួនសំណាកគំរូត្រូវបានជ្រើសរើស
១	កសិករមូលដ្ឋានចំនួន ៥២៨ នាក់	កសិករមូលដ្ឋានចំនួន ៨០ នាក់
២	សមាជិកក្រុមប្រឹក្សាឃុំចំនួន ១៤ នាក់	សមាជិកក្រុមប្រឹក្សាឃុំចំនួន ១៤ នាក់
៣	អភិបាលនៃគណៈអភិបាលស្រុកចំនួន ៦ នាក់	អភិបាលនៃគណៈអភិបាលស្រុកចំនួន ១ នាក់
៤	ប្រធានក្រុមប្រឹក្សាស្រុក ចំនួន ២ នាក់	ប្រធានក្រុមប្រឹក្សាស្រុក ចំនួន ១ នាក់
៥	ទីប្រឹក្សារដ្ឋបាលថ្នាក់ក្រោមជាតិចំនួន ៦ នាក់	ទីប្រឹក្សារដ្ឋបាលថ្នាក់ក្រោមជាតិចំនួន ១ នាក់
៦	អនុប្រធានមន្ទីរផែនការខេត្ត ចំនួន ៣ នាក់	អនុប្រធានមន្ទីរផែនការខេត្ត ចំនួន ១ នាក់
៧	មន្ត្រីបច្ចេកទេសហេដ្ឋារចនាសម្ព័ន្ធផ្លូវចំនួន ៣ នាក់	មន្ត្រីបច្ចេកទេសហេដ្ឋារចនាសម្ព័ន្ធផ្លូវចំនួន ១ នាក់
៨	បុគ្គលិកអង្គការសង្គមស៊ីវិលចំនួន ២ នាក់	អង្គការសង្គមស៊ីវិលចំនួន ១ នាក់
	សរុបចំនួន ៥៦៥ នាក់	សរុបចំនួន ១០០ នាក់

៣.៤ វិធីសាស្ត្រជ្រើសរើសសំណាកគំរូ

តំបន់ឃុំគោលដៅសម្រាប់ធ្វើការសិក្សាត្រូវបានជ្រើសរើសដោយប្រើវិធីសាស្ត្រពហុដំណាក់កាល (multi-stage sampling method) ដោយអបដោយវិធីសាស្ត្រចាប់ឆ្នោតងាយៗ (simple lottery method) ដោយចាប់ផ្តើមពីជ្រើសរើសស្រុករហូតដល់ជ្រើសរើសឃុំ និង ភូមិ ។

សំណាកគំរូសម្រាប់ធ្វើការសិក្សាត្រូវបានជ្រើសរើសដោយប្រើវិធីសាស្ត្រចំនួន ០២ គឺ វិធីសាស្ត្រជំរឿន និង ចែជន្យដោយគោលបំណង ដូចដែលបានបង្ហាញនៅក្នុងតារាងខាងក្រោម ៖

តារាង ៣.៣ ចំនួនអ្នកឆ្លើយតបត្រូវបានជ្រើសរើសសម្រាប់ការសិក្សា

លរ	ចំនួនសំណាកគំរូត្រូវបានជ្រើសរើស	វិធីសាស្ត្រជ្រើសរើសសំណាកគំរូ
១	សមាជិកក្រុមប្រឹក្សាឃុំចំនួន ១៤ នាក់	វិធីសាស្ត្រជំរឿន
២	កសិករមូលដ្ឋានចំនួន ៨០ នាក់	វិធីសាស្ត្រចែជន្យដោយគោលបំណង

៣	អភិបាលនៃគណៈអភិបាលស្រុកចំនួន ១ នាក់	វិធីសាស្ត្រចៃដន្យដោយគោលបំណង (purposive sampling method)
៤	ប្រធានក្រុមប្រឹក្សាស្រុក ចំនួន ១ នាក់	
៥	ទីប្រឹក្សារដ្ឋបាលថ្នាក់ក្រោមជាតិចំនួន ១ នាក់	
៦	អនុប្រធានមន្ទីរផែនការខេត្ត ចំនួន ១ នាក់	
៧	មន្ត្រីបច្ចេកទេសហេដ្ឋារចនាសម្ព័ន្ធផ្លូវចំនួន ១ នាក់	
៨	បុគ្គលិកអង្គការសង្គមស៊ីវិលចំនួន ១ នាក់	

៣.៥ បច្ចេកទេសប្រមូលទិន្នន័យ

កម្រងបញ្ជីសំណួរពាក់កណ្តាលរចនាសម្ព័ន្ធត្រូវបានរៀបចំឡើង ស្របទៅតាមគោលបំណងនៃការសិក្សាស្រាវជ្រាវ ដើម្បីប្រមូលទិន្នន័យចម្បងពីអ្នកឆ្លើយតបចំនួន ១០០ នាក់ តាមរយៈការសម្ភាសដោយផ្ទាល់ ដោយផ្អែកលើកម្រងសំណួរពាក់កណ្តាលរចនាសម្ព័ន្ធចំនួន ៣ ទម្រង់ ដូចដែលបានបង្ហាញនៅក្នុងតារាងខាងក្រោម ៖

តារាង ៣.២ ចំនួនអ្នកឆ្លើយតបសម្រាប់សិក្សា

លរ	ប្រភេទអ្នកឆ្លើយតប	ចំនួនអ្នកឆ្លើយតប	វិធីសាស្ត្រប្រមូលទិន្នន័យ	ទម្រង់សម្រាប់ប្រមូលទិន្នន័យ
១	សមាជិកក្រុមប្រឹក្សាឃុំ	១៤ នាក់	សម្ភាស	ទម្រង់ទី # ១
២	កសិករមូលដ្ឋាន	៨០ នាក់	សម្ភាស	ទម្រង់ទី # ២
៣	<ul style="list-style-type: none"> - ប្រធានក្រុមប្រឹក្សាស្រុក - អភិបាលនៃគណៈអភិបាលស្រុក - សមាជិកក្រុមប្រឹក្សាឃុំ - អនុប្រធានមន្ទីរផែនការខេត្ត - មន្ត្រីបច្ចេកទេសហេដ្ឋារចនាសម្ព័ន្ធផ្លូវ - ទីប្រឹក្សារដ្ឋបាលថ្នាក់ក្រោមជាតិ - បុគ្គលិកអង្គការសង្គមស៊ីវិល 	២០ នាក់	សម្ភាស	ទម្រង់ទី # ៣

៣.៦ ឧបករណ៍សិក្ខា

ឧបករណ៍សិក្ខាមួយចំនួនដូចភាគរយ (Percent) កំរិតអាទិភាព (ទាប-មធ្យម-ខ្ពស់) ពិន្ទុវិនិច្ឆ័យ ពេញចិត្ត (Likert's scale/rating scale) និង ការគណនាសន្ទស្សន៍អាទិភាព-ពេញចិត្ត និង សន្ទស្សន៍អនុវត្ត (Calculation of priority-satisfaction-performance indexes) ត្រូវបានប្រើប្រាស់នៅក្នុងការវិភាគ ។ ក្រៅពីនេះ ការសិក្សាក៏បានប្រើប្រាស់ទាំងការវិភាគតាមតារាង និង ក្រាហ្វិកផងដែរ ដើម្បីបំពេញបន្ថែមក្នុងការវិភាគទិន្នន័យទៅតាមគោលបំណងនៃការស្រាវជ្រាវពាក់ព័ន្ធនីមួយៗដូចដែលបានបង្ហាញខាងលើ ។

៣.៧ ការគ្របដណ្តប់លើការសិក្សា

ប្រធានបទសិក្សាស្តីពី អភិបាលកិច្ចមូលនិធិឃុំសង្កាត់លើការអនុវត្តគម្រោងផ្លូវជនបទ នៅឃុំគោលដៅចំនួន ០២ នៃខេត្តប៉ៃលិន ភាគខាងលិចនៃប្រទេសកម្ពុជាត្រូវបានសិក្សាស្រាវជ្រាវនៅចន្លោះឆ្នាំ ២០១៤-២០១៧ ។ ការសិក្សាបានផ្ដោតសំខាន់ទាំងទិន្នន័យចម្បង និង ទិន្នន័យបន្ទាប់បន្សំទាំងនៅក្នុងឃុំ និង ក្រៅឃុំគោលដៅ និងបានកំណត់ជ្រើសរើសយកសំណាកគំរូសរុបចំនួន ១០០ នាក់ (ស្រី ៤៦ នាក់) ក្នុងគោលបំណងសម្រាប់ធ្វើការសិក្សា និង ប្រមូលទិន្នន័យក្នុងនោះរួមមាន (i) សមាជិកក្រុមប្រឹក្សាឃុំ (ii) ប្រធានក្រុមប្រឹក្សាស្រុក (iii) មន្ត្រីបច្ចេកទេសហេដ្ឋារចនាសម្ព័ន្ធផ្លូវ (iv) អភិបាលនៃគណៈអភិបាលស្រុក (v) អនុប្រធានមន្ទីរផែនការខេត្ត (vi) ទីប្រឹក្សារដ្ឋបាលថ្នាក់ក្រោមជាតិថ្នាក់ខេត្ត (vii) អង្គការសង្គមស៊ីវិល និង (viii) កសិករមូលដ្ឋាន ។

៣.៨ បច្ចេកទេសវិភាគទិន្នន័យ

ការវិភាគទិន្នន័យត្រូវធ្វើឡើងទាំងបែបគុណភាព និង បរិមាណវិស័យ (SPSS/MS.Excel) ដោយផ្អែកលើទិន្នន័យ និង ព័ត៌មាន ដែលបានប្រមូលពាក់ព័ន្ធនឹងប្រធានបទសិក្សាស្តីពី អភិបាលកិច្ចមូលនិធិឃុំសង្កាត់លើការអនុវត្តគម្រោងផ្លូវជនបទ នៅឃុំគោលដៅទាំង ២ ឃុំនៃខេត្តប៉ៃលិន ភាគខាងលិចនៃប្រទេសកម្ពុជា ។ ក្រៅពីនេះ ការសិក្សាក៏បានប្រើប្រាស់ទាំងការវិភាគតាមតារាង និង ក្រាហ្វិកផងដែរ ដើម្បីបំពេញបន្ថែមក្នុងការវិភាគទិន្នន័យទៅតាមគោលបំណងនៃការស្រាវជ្រាវពាក់ព័ន្ធនីមួយៗដូចដែលបានបង្ហាញខាងលើ ។

ជំពូក ៤ ស្ថានភាពទូទៅនៃឃុំគោលដៅ

៤.១ សាវតារខេត្តប៉ៃលិន

ខេត្តប៉ៃលិនគឺជាខេត្តមួយដែលមានលេខរៀងខេត្តគឺលេខទី ២៤ និងស្ថិតនៅទីតាំងភាគខាងលិចនៃទីក្រុងភ្នំពេញ ប្រទេសកម្ពុជា តាមបណ្តោយផ្លូវជាតិលេខ ៥៧ ដែលតភ្ជាប់ពីខេត្តបាត់ដំបងទៅខេត្តប៉ៃលិន ដែលមានចំងាយ ៨៤ គីឡូម៉ែត្រ និង ចំងាយ ៣៧១ គីឡូម៉ែត្រពីខេត្តប៉ៃលិនទៅទីក្រុងភ្នំពេញ ។ ខេត្តនេះមានព្រំប្រទល់ជាប់នឹងខេត្តបាត់ដំបងនៅភាគខាងកើត និង ជាប់ព្រំប្រទល់ជាមួយប្រទេសថៃនៅភាគខាងលិច ។ ខេត្តប៉ៃលិនមានប្រជាពលរដ្ឋសរុបចំនួន ៦៣.៩៣៥ នាក់ ដោយមានគ្រួសារសរុបចំនួន ១៤.០៨៤ ក្នុងនោះស្រ្តីជាមេគ្រួសារមាន ១.២៦១ នាក់ និង អត្រាភាពក្រីក្ររបស់ប្រជាពលរដ្ឋនៅខេត្តនេះគឺ ២៧,៥៣ % (NCDD/PDoP/CBD, 2010) ។

៤.២ ឃុំស្ទឹងកាច់ និង ឃុំអូរតាវ៉ៅ

សង្កាត់អូរតាវ៉ៅស្ថិតនៅចំណាយ ៧,៨៦ គីឡូម៉ែត្រពីក្រុងប៉ៃលិននៃខេត្តប៉ៃលិន និង នៅតាមបណ្តោយផ្លូវជាតិលេខ ៥៧ និង មានប្រជាពលរដ្ឋសរុបចំនួន ៩.៤៣៨ នាក់ ដោយក្នុងនោះស្រីមាន ៤.៤៥១ នាក់ និង ចំនួនគ្រួសារសរុបចំនួន ២.១៦០ គ្រួសារ ក្នុងនោះស្រ្តីជាមេគ្រួសារមាន ២០០ នាក់ ។ សង្កាត់អូរតាវ៉ៅនៃក្រុងប៉ៃលិនមានភូមិសរុបចំនួន ០៧ ភូមិ (PDoP/CBD, 2010) ។

ឃុំស្ទឹងកាច់ស្ថិតនៅចំណាយ ១០,៣១ គីឡូម៉ែត្រពីស្រុកសាលាក្រៅនៃខេត្តប៉ៃលិន និង នៅតាមបណ្តោយផ្លូវជាតិលេខ ៥៧ និង មានប្រជាពលរដ្ឋសរុបចំនួន ១២.៤៣៣ នាក់ ដោយមានគ្រួសារសរុបចំនួន ២.៨៦១ គ្រួសារ ក្នុងនោះស្រ្តីជាមេគ្រួសារមាន ៣១៣ នាក់ ។ ឃុំស្ទឹងកាច់នៃស្រុកសាលាក្រៅមានភូមិសរុបចំនួន ០៧ ភូមិ (PDoP/CBD, 2010) ។

៤.៣ ក្របខណ្ឌស្ថាប័ន និង យន្តការគាំទ្រអភិបាលកិច្ចមូលដ្ឋាននៅថ្នាក់ឃុំ

គោលនយោបាយ និង យុទ្ធសាស្ត្រអភិវឌ្ឍន៍គាំទ្រដល់អភិបាលកិច្ចមូលដ្ឋានមានដូចជា៖ ១) យុទ្ធសាស្ត្រចតុកោណរបស់រដ្ឋាភិបាល ២) ផែនការអភិវឌ្ឍន៍ជាតិឆ្នាំ ២០០៦-២០១០ ៣) ក្របខណ្ឌ យុទ្ធសាស្ត្រសម្រាប់កំណែទម្រង់វិមជ្ឈការ និង វិសហមជ្ឈការ ៤) ការរៀបចំស្ថាប័ន និង យន្តការ សម្រាប់អភិបាលកិច្ចមូលដ្ឋាន ៥) កំរិតរដ្ឋបាលថ្នាក់ក្រោមជាតិ ៦) កំរិតវិមជ្ឈការ និង រួមទាំង ច្បាប់ដែលមានស្រាប់សម្រាប់គាំទ្រដល់ការអនុវត្តអភិបាលកិច្ចមូលដ្ឋាននៅថ្នាក់ឃុំសង្កាត់ ។

៤.៤ ប្រភពមូលនិធិ និង ដៃគូអភិវឌ្ឍន៍

ប្រភពមូលនិធិ និង ថវិកាគាំទ្រដល់ឃុំគោលដៅទាំង ២ ឃុំ ដូចមានបង្ហាញខាងក្រោម៖

- i. ធនាគារពិភពលោក (WB) បានផ្តល់កម្ចី និង ជំនួយដល់រដ្ឋាភិបាលសម្រាប់ការអនុវត្ត អភិបាលកិច្ចមូលដ្ឋាន និង ការវិនិយោគបទដល់ការវិនិយោគឃុំសង្កាត់តាមរយៈ គ.ជ.អ.ប ។
- ii. ស្ថាប័នសម្រាប់ការអភិវឌ្ឍអន្តរជាតិ (DFID) បានផ្តល់ជំនួយដល់រដ្ឋាភិបាលសម្រាប់ ការអនុវត្តអភិបាលកិច្ចមូលដ្ឋាន និង វិមជ្ឈការ ដល់ គ.ជ.អ.ប និង អង្គការជាតិ និង អន្តរជាតិសម្រាប់កំណែទម្រង់រដ្ឋបាលមូលដ្ឋាន នៅក្នុងប្រទេសកម្ពុជា ។
- iii. សហគមន៍អឺរ៉ុប (EU) បានផ្តល់ជំនួយសម្រាប់ការអភិវឌ្ឍហេដ្ឋារចនាសម្ព័ន្ធខ្នាតតូច
- iv. ភ្នាក់ងារអភិវឌ្ឍអន្តរជាតិអន្តរជាតិជប៉ុន (JICA) គាំទ្រអភិវឌ្ឍគម្រោងពាក់ព័ន្ធនឹងការ ពង្រឹងអភិវឌ្ឍគម្រោងថ្នាក់ក្រោមជាតិ និង វិមជ្ឈការនៅក្នុងប្រទេសកម្ពុជា
- v. ភ្នាក់ងារអភិវឌ្ឍអន្តរជាតិស្វីស (SIDA) ផ្តល់ថវិកាដល់ក្នុងការកាត់បន្ថយភាពក្រីក្រនៅ ក្នុងប្រទេសកម្ពុជាតាមរយៈគម្រោងសាកល្បងស្រុក
- vi. មូលនិធិអន្តរជាតិសម្រាប់ការអភិវឌ្ឍវិស័យកសិកម្ម (IFAD) ផ្តល់ថវិកាដល់ គ.ជ.អ.ប ដើម្បីធ្វើឲ្យប្រសើរឡើងដល់ផលិតផលកសិកម្ម ។
- vii. មូលនិធិកុមារអង្គការសហប្រជាជាតិ (UNICEF) ផ្តល់ថវិកាដល់ គ.ជ.អ.ប
- viii. កម្មវិធីអភិវឌ្ឍសហប្រជាជាតិ (UNDP) ប្រមូលថវិកា និង ផ្តល់ថវិកា ដើម្បីពង្រឹងការ អភិវឌ្ឍតាមបែបប្រជាធិបតេយ្យនៅថ្នាក់ជាតិ និង ថ្នាក់ក្រោមជាតិ ។

ជំពូក ៥

ការវិភាគទិន្នន័យ និង ពិភាក្សាលើរបកគំហើញ

ទិន្នន័យត្រូវបានវិភាគ និង បកស្រាយស្របទៅតាមគោលបំណងនៃការស្រាវជ្រាវ និង សំណួរស្រាវជ្រាវដែលបានបង្កើត ដូច្នេះ លទ្ធផល និង របកគំហើញសំខាន់ៗត្រូវបានបង្ហាញសង្ខេបដូចខាងក្រោម ៖

៥.១ ព័ត៌មានអ្នកឆ្លើយតប

ទីមួយ ការប្រមូលទិន្នន័យនៅមូលដ្ឋានត្រូវបានធ្វើឡើងជាមួយអ្នកឆ្លើយតបសរុបចំនួន ១០០ នាក់ ក្នុងនោះអ្នកឆ្លើយតបជាស្រ្តីមានចំនួន ៤៦ នាក់ ដែលមកពីឃុំគោលដៅទាំង ០២ ឃុំនៃខេត្តប៉ៃលិន ភាគខាងលិចនៃប្រទេសកម្ពុជា ។ អ្នកផ្តល់ព័ត៌មានទាំងនោះរួមមាន (i) សមាជិកក្រុមប្រឹក្សាឃុំចំនួន ១៤ នាក់ (ii) ប្រធានក្រុមប្រឹក្សាស្រុកចំនួន ០១ នាក់ (iii) មន្ត្រីបច្ចេកទេសហេដ្ឋារចនាសម្ព័ន្ធផ្លូវចំនួន ០១ នាក់ (iv) អភិបាលនៃគណៈអភិបាលស្រុកចំនួន ០១ នាក់ (v) អនុប្រធានមន្ទីរផែនការខេត្តចំនួន ០១ នាក់ (vi) ទីប្រឹក្សារដ្ឋបាលថ្នាក់ក្រោមជាតិថ្នាក់ខេត្តចំនួន ០១ នាក់ (vii) អង្គការសង្គមស៊ីវិលចំនួន ០១ នាក់ និង (viii) កសិករមូលដ្ឋានចំនួន ៨០ នាក់ ។

៥.២ ការអភិវឌ្ឍសមត្ថភាព និង ចំណូលថវិកាឃុំរបស់ក្រុមប្រឹក្សាឃុំ

ទីពីរ តាមរយៈថវិកាចំណូលប៉ាន់ស្មានរបស់រដ្ឋឃុំសរុបរយៈពេលប្រាំឆ្នាំ (២០១២-២០១៦) ខាងមុខអាចកើនឡើង ០៣ ភាគរយប្រចាំឆ្នាំសម្រាប់ចំណូលរដ្ឋបាលឃុំនីមួយៗ ដោយធៀបនឹងចំណូលឆ្នាំចាស់គឺឆ្នាំ ២០០៧-២០១១ ។ ចំណែក ការអភិវឌ្ឍសមត្ថភាព និង ចំណេះដឹងជំនាញរបស់ក្រុមប្រឹក្សាឃុំវិញទទួលបានសន្ទស្សន៍ពិន្ទុនៃការអនុវត្តគឺ ២,៦១ និង សន្ទស្សន៍នៃការយល់ដឹងលើអភិបាលកិច្ចល្អទទួលបានពិន្ទុ ២,៦០ ដែលស្ថិតនៅលើកំរិតមធ្យម ដោយប្រៀបធៀបនឹងសន្ទស្សន៍ពិន្ទុវិនិច្ឆ័យ ។ តួលេខលម្អិតដូចបង្ហាញនៅក្នុងតារាងខាងក្រោម ៖

តារាង ៦.១ សន្ទស្សន៍ចំណេះ និង ជំនាញរបស់ក្រុមប្រឹក្សាឃុំ (អ្នកឆ្លើយតបចំនួន ១៤ នាក់)

ល.រ	បរិយាយប្រភេទប្រធានបទ (ចំណឹងដឹង និង ជំនាញ)	ចំណាត់ថ្នាក់សន្ទស្សន៍ពិន្ទុ
១	ការចុះឈ្មោះអត្រានុកោកដ្ឋាន	២,៨៦
២	ផែនការអភិវឌ្ឍ និង កម្មវិធីនិយោគខេត្ត	២,៨៦
៣	គោលការណ៍ណែនាំអនុវត្តគម្រោងឃុំ	២,៨៦
៤	តាមដាន-វាយតម្លៃលើការងារអភិវឌ្ឍន៍ រដ្ឋបាល និង ហិរញ្ញវត្ថុ	២,៥៧
៥	អភិបាលកិច្ចសម្រាប់ឃុំសង្កាត់	២,៥៣
៦	ហិរញ្ញវត្ថុឃុំសង្កាត់	២,៤៣
៧	សិក្សាសុវត្ថិភាពផលប៉ះពាល់ដី និង បរិស្ថាន	២,៤៣
៨	ការងាររដ្ឋបាលឃុំសង្កាត់	២,៣៦
៩	ការគ្រប់គ្រងរដ្ឋបាលឃុំសង្កាត់តាមរយៈវិមជ្ឈការ	២,៣៣
	តម្លៃសន្ទស្សន៍មធ្យមភាគ	២,៦១

សំគាល់៖ តម្លៃពិន្ទុចាប់ពី ១ (ទាប) ដល់ ៤ (ខ្ពស់បំផុត)

ប្រភព ៖ ស្រាវជ្រាវផ្ទាល់ឆ្នាំ ២០១៥

តារាង ៦.២ សន្ទស្សន៍នៃការយល់ដឹងលើអភិបាលកិច្ច (អ្នកឆ្លើយតបចំនួន ២០ នាក់)

បរិយាយ	សន្ទស្សន៍ពិន្ទុ
អភិបាលកិច្ច	២,៦០

សំគាល់៖ តម្លៃពិន្ទុចាប់ពី ១ (ទាប) ដល់ ៤ (ខ្ពស់បំផុត)

ប្រភព ៖ ស្រាវជ្រាវផ្ទាល់ឆ្នាំ ២០១៥

៥.៣ កំរិតនៃការអនុវត្តអភិបាលកិច្ចនៅក្នុងមូលនិធិឃុំ

ទីបី ការសិក្សាបង្ហាញថា ការអនុវត្តអភិបាលកិច្ច^១ ទៅក្នុងគម្រោងផ្លូវជនបទគាំទ្រថវិកាដោយមូលនិធិឃុំពិតជាកើតឡើងនៅក្នុងឃុំគោលដៅទាំងពីរពិតប្រាកដមែន ខណៈដែល ៤៩,២៩% នៃអ្នកឆ្លើយតបភាគច្រើនបានផ្តល់ពិន្ទុនៅកំរិតមធ្យម និង៤២,០១% ផ្សេងទៀតបានផ្តល់ពិន្ទុលើកំរិតមធ្យម ។

^១ អភិបាលកិច្ចសម្រាប់ការសិក្សាផ្ដោតលើតែធាតុសំខាន់ចំនួន ៦ ដូចជា ១) នីតិវិធី ២) ការចូលរួម ៣) គណនេយ្យភាព ៤) តម្លាភាព ៥) ការឆ្លើយតប និង ៦) ប្រសិទ្ធផល និង ប្រសិទ្ធភាព ។

ទីបួន ការសិក្សាបង្ហាញថា ផ្នែកលើសន្ទស្សន៍មធ្យមនៃការអនុវត្តអភិបាលកិច្ចល្អនៅក្នុងគម្រោង ផ្លូវជនបទគាំទ្រថវិកាដោយមូលនិធិឃុំទទួលបានសន្ទស្សន៍ពិន្ទុអាទិភាពគឺ ០,៦៧ លើកំរិតមធ្យម ដោយធៀបនឹងពិន្ទុវិនិច្ឆ័យ ។ តួលេខលម្អិតដូចបង្ហាញនៅក្នុងតារាងខាងក្រោម ៖

តារាង ៦.៣ សន្ទស្សន៍នៃការអនុវត្តអភិបាលកិច្ចល្អនៅក្នុងមូលនិធិឃុំសង្កាត់ (អ្នកឆ្លើយតបចំនួន ២០ នាក់)

ល.រ	បរិយាយសមាសធាតុនៃអភិបាលកិច្ចល្អ	ចំណាត់ថ្នាក់សន្ទស្សន៍ពិន្ទុ
១	នីតិវិធី (មានលក្ខណៈវិនិច្ឆ័យចំនួន ៦ ចំណុច)	០,៧៣
២	ការចូលរួម (មានលក្ខណៈវិនិច្ឆ័យចំនួន ៥ ចំណុច)	០,៦៩
៣	គណនេយ្យភាព (មានលក្ខណៈវិនិច្ឆ័យចំនួន ៩ ចំណុច)	០,៦៧
៤	តម្លាភាព (មានលក្ខណៈវិនិច្ឆ័យចំនួន ៧ ចំណុច)	០,៦៥
៥	ការឆ្លើយតប (មានលក្ខណៈវិនិច្ឆ័យចំនួន ៤ ចំណុច)	០,៦៥
៦	ប្រសិទ្ធផល/ប្រសិទ្ធភាព (មានលក្ខណៈវិនិច្ឆ័យចំនួន ៧ ចំណុច)	០,៦៣
	តម្លៃសន្ទស្សន៍មធ្យមភាគ	០,៦៧

សំគាល់៖ តម្លៃពិន្ទុចាប់ពី ០ (ទាប) ដល់ ១ (ខ្ពស់បំផុត)

ប្រភព ៖ ស្រាវជ្រាវផ្ទាល់ឆ្នាំ ២០១៥

៥.៤ កំរិតនៃការពេញចិត្តលើការអនុវត្តអភិបាលកិច្ចល្អនៅក្នុងមូលនិធិឃុំ

ទីប្រាំ ការសិក្សាបានបង្ហាញថា ជាមធ្យម ៣៥,៨៩ % នៃអ្នកឆ្លើយតបពេញចិត្តច្រើនលើការ អនុវត្តអភិបាលកិច្ចល្អនៅក្នុងគម្រោងផ្លូវជនបទ និង ២២,៩៤ % ផ្សេងទៀតពេញចិត្តច្រើនបំផុត លើ ការអនុវត្តអភិបាលកិច្ចល្អនៅក្នុងមូលនិធិឃុំ ។

ទីប្រាំមួយ ការសិក្សាបានរកឃើញថា ជាមធ្យមសន្ទស្សន៍ពេញចិត្តលើការអនុវត្តអភិបាលកិច្ច ល្អក្នុងគម្រោងផ្លូវជនបទទទួលបានសន្ទស្សន៍ពេញចិត្តគឺ ០,៦០ លើកំរិតមធ្យម ដោយធៀបនឹងពិន្ទុ វិនិច្ឆ័យ ។ តួលេខលម្អិតដូចបង្ហាញនៅក្នុងតារាងខាងក្រោម ៖

តារាង ៦.៤ សន្ទស្សន៍នៃការពេញចិត្តលើការអនុវត្តអភិបាលកិច្ចល្អនៅក្នុងមូលនិធិឃុំសង្កាត់ (អ្នកឆ្លើយតបចំនួន ២០ នាក់)

ល.រ	បរិយាយសមាសធាតុនៃអភិបាលកិច្ចល្អ	ចំណាត់ថ្នាក់សន្ទស្សន៍ពិន្ទុ
១	នីតិវិធី (មានលក្ខណៈវិនិច្ឆ័យចំនួន ៦ ចំណុច)	០,៦៤
២	ការចូលរួម (មានលក្ខណៈវិនិច្ឆ័យចំនួន ៥ ចំណុច)	០,៦២
៣	គណនេយ្យភាព (មានលក្ខណៈវិនិច្ឆ័យចំនួន ៩ ចំណុច)	០,៦១
៤	តម្លាភាព (មានលក្ខណៈវិនិច្ឆ័យចំនួន ៧ ចំណុច)	០,៦០
៥	ការឆ្លើយតប (មានលក្ខណៈវិនិច្ឆ័យចំនួន ៤ ចំណុច)	០,៦០
៦	ប្រសិទ្ធផល/ប្រសិទ្ធភាព (មានលក្ខណៈវិនិច្ឆ័យចំនួន ៧ ចំណុច)	០,៥៦
	តម្លៃសន្ទស្សន៍មធ្យមភាគ	០,៦០

សំគាល់៖ តម្លៃពិន្ទុចាប់ពី -1.0 (មិនពេញចិត្ត) 0.0 (មធ្យម) និង +1 (ពេញចិត្ត)

ប្រភព ៖ ស្រាវជ្រាវផ្ទាល់ឆ្នាំ ២០១៥

ទីប្រាំពីរ ការសិក្សាបានបង្ហាញថា សន្ទស្សន៍ពេញចិត្តលើគុណភាពគម្រោងផ្លូវគាំទ្រថវិកាដោយមូលនិធិឃុំសង្កាត់បានទទួលពិន្ទុ ០,៩៥ (ពេញចិត្ត) ដែលវាយតម្លៃដោយកសិករមូលដ្ឋានខណៈដែលក្រុមប្រឹក្សាឃុំបានផ្តល់ពិន្ទុ ០,៦០ (លើកំរិតមធ្យម) ចំពោះគុណភាពគម្រោង ដោយធៀបនឹងពិន្ទុវិនិច្ឆ័យ ដូច្នេះ តម្លៃសន្ទស្សន៍មធ្យមភាគទទួលបានពិន្ទុ ០,៧៧ ។ តួលេខលម្អិតដូចបង្ហាញនៅក្នុងតារាងខាងក្រោម ៖

តារាង ៦.៥ សន្ទស្សន៍នៃការពេញចិត្តលើគុណភាពផ្លូវវាយតម្លៃដោយក្រុមប្រឹក្សាឃុំ និង ប្រជាពលរដ្ឋមូលដ្ឋាន

ល.រ	បរិយាយគុណភាពគម្រោងផ្លូវ	ចំណាត់ថ្នាក់សន្ទស្សន៍ពិន្ទុ
១	គុណភាពផ្លូវវាយតម្លៃដោយក្រុមប្រឹក្សាឃុំសរុបចំនួន ១៤ នាក់	០,៦០
២	គុណភាពផ្លូវវាយតម្លៃដោយកសិករមូលដ្ឋានសរុបចំនួន ៨០ នាក់	០,៩៥
	តម្លៃសន្ទស្សន៍មធ្យមភាគ	០,៧៧

សំគាល់៖ តម្លៃពិន្ទុចាប់ពី -1.0 (មិនពេញចិត្ត) 0.0 (មធ្យម) និង +1 (ពេញចិត្ត)

ប្រភព ៖ ស្រាវជ្រាវផ្ទាល់ឆ្នាំ ២០១៥

៥.៥ ផលប្រយោជន៍គម្រោងផ្លូវជនបទគាំទ្រវិកាដោយមូលនិធិឃុំនៅថ្នាក់ឃុំ

ទីប្រាំបី ការសិក្សាបានរកឃើញថា គិតជាមធ្យម សន្ទស្សន៍ផលប្រយោជន៍នៃការអនុវត្តគម្រោងផ្លូវជនបទដែលគាំទ្រវិកាដោយមូលនិធិឃុំនៅថ្នាក់ឃុំគឺទទួលបានពិន្ទុ ៣,០២ (ល្អប្រសើរ) លើផលប្រយោជន៍គម្រោងផ្លូវដូចជា៖ (១) មានមធ្យោសាយធ្វើដំណើរឆ្លងកាត់ផ្លូវឃុំច្រើន (២) ការទិញផលិតផលកសិកម្មដល់ផ្ទះ ឬ ចំការ និង (៣) វត្តមានចូលរៀនរបស់កូនសិស្សបានទៀងទាត់ច្រើនជាងមុន ។ គូលេខលម្អិតដូចបង្ហាញនៅក្នុងតារាងខាងក្រោម ៖

តារាង ៦.៦ សន្ទស្សន៍ផលប្រយោជន៍គម្រោងផ្លូវជនបទគាំទ្រវិកាដោយមូលនិធិឃុំនៅថ្នាក់ឃុំ(អ្នកឆ្លើយតបចំនួន១៤នាក់)

ល.រ	បរិយាយផលប្រយោជន៍គម្រោងផ្លូវ	ចំណាត់ថ្នាក់សន្ទស្សន៍ពិន្ទុ
១	មានមធ្យោសាយធ្វើដំណើរឆ្លងកាត់ផ្លូវឃុំច្រើន	៣,៥០
២	ការទិញផលិតផលកសិកម្មដល់ផ្ទះ ឬ ចំការ	២,៨៥
៣	វត្តមានចូលរៀនរបស់កូនសិស្សបានទៀងទាត់ច្រើនជាងមុន	២,៧១
	តម្លៃសន្ទស្សន៍មធ្យមភាគ	៣,០២

សំគាល់៖ តម្លៃពិន្ទុចាប់ពី -1 (មិនផ្លាស់ប្តូរ) និង 4 (ប្រសើរណាស់)

ប្រភព ៖ ស្រាវជ្រាវផ្ទាល់ឆ្នាំ ២០១៥

៥.៦ ផលប៉ះពាល់គម្រោងផ្លូវជនបទគាំទ្រវិកាដោយមូលនិធិឃុំនៅថ្នាក់ឃុំ

ទីប្រាំបួន ការសិក្សាបានបង្ហាញថា គិតជាមធ្យម សន្ទស្សន៍ផលប៉ះពាល់នៃការអនុវត្តគម្រោងផ្លូវជនបទដែលគាំទ្រវិកាដោយមូលនិធិឃុំនៅថ្នាក់ឃុំគឺទទួលបានពិន្ទុ ៣,០១ (ល្អប្រសើរ) លើផលប៉ះពាល់គម្រោងផ្លូវដូចជា៖ (១) ស្ត្រី និង កុមារទទួលបានផលប្រយោជន៍ផ្ទាល់ពីគ្រោង (២) ស្ថានភាពសុខភាពរបស់ស្ត្រីមានផ្ទៃពោះបានល្អប្រសើរជាងមុន (៣) ស្ថានភាពរស់នៅរបស់សហគមន៍ប្រសើរជាងមុន និង (៤) អាជីវកម្មធុនតូច និង តូចបំផុតនៅតាមដងផ្លូវឃុំកើនឡើងមុន ។ គូលេខលម្អិតដូចបង្ហាញនៅក្នុងតារាងខាងក្រោម ៖

តារាង ៦.៧ សន្ទស្សន៍ផលប៉ះពាល់គម្រោងផ្លូវជនបទគាំទ្រវិភាគដោយមូលនិធិឃុំនៅថ្នាក់ឃុំ (អ្នកឆ្លើយតបចំនួន១៤នាក់)

ល.រ	បរិយាយផលប៉ះពាល់គម្រោងផ្លូវ	ចំណាត់ថ្នាក់សន្ទស្សន៍ពិន្ទុ
១	ស្រ្តី និង កុមារទទួលបានផលប្រយោជន៍ផ្ទាល់ពីគ្រោង	៣,០៧
២	ស្ថានភាពសុខភាពរបស់ស្រ្តីមានផ្ទៃពោះបានល្អប្រសើរជាងមុន	៣,០៧
៣	ស្ថានភាពរស់នៅរបស់សហគមន៍ប្រសើរជាងមុន	៣,០៧
៤	អាជីវកម្មធុនតូច និង តូចបំផុតនៅតាមដងផ្លូវឃុំកើនឡើងមុន	២,៨៦
	តម្លៃសន្ទស្សន៍មធ្យមភាគ	៣,០១

សំគាល់៖ តម្លៃពិន្ទុចាប់ពី -1 (មិនផ្លាស់ប្តូរ) និង 4 (ប្រសើរណាស់)

ប្រភព ៖ ស្រាវជ្រាវផ្ទាល់ឆ្នាំ ២០១៥

ជំពូក ៦

សេចក្តីសន្និដ្ឋាន និង អនុសាសន៍

៦.១ សេចក្តីសន្និដ្ឋាន

ផ្អែកលើរបកគំហើយសំខាន់ៗដូចបានបង្ហាញខាងលើ ការសិក្សាបានសង្ខេប និង ដកស្រង់ ចំណុចសំខាន់ៗដូចបង្ហាញខាងក្រោម៖

- i. ថវិកាចំណូលប៉ាន់ស្មានរបស់រដ្ឋឃុំរយៈពេលប្រាំឆ្នាំ (២០១២-២០១៦) ខាងមុនអាចកើនឡើង ០៣ % ប្រចាំឆ្នាំ ដោយធៀបនឹងថវិកាចំណូលឆ្នាំចាស់ ។
- ii. ការអភិវឌ្ឍសមត្ថភាព និង ចំណេះដឹងជំនាញរបស់ក្រុមប្រឹក្សាឃុំមានសន្ទស្សន៍ពិន្ទុនៃការអនុវត្តគឺ ២,៦១ និង សន្ទស្សន៍នៃការយល់ដឹងលើអភិបាលកិច្ចមានពិន្ទុ ២,៦០ ។
- iii. ការអនុវត្តអភិបាលកិច្ចនៅក្នុងគម្រោងផ្លូវជនបទគាំទ្រថវិកាដោយមូលនិធិឃុំទទួលបាននៅ កំរិតមធ្យម ដែលបានវាយតម្លៃដោយ អ្នកឆ្លើយតប ៤៩,២៩% និង កំរិតខ្ពស់ វាយតម្លៃដោយ អ្នកឆ្លើយតប ៤២,០១% ។
- iv. សន្ទស្សន៍នៃការអនុវត្តអភិបាលកិច្ចក្នុងគម្រោងផ្លូវជនបទគាំទ្រថវិកាដោយមូលនិធិឃុំទទួលបានសន្ទស្សន៍ពិន្ទុអាទិភាពគឺ ០,៦៧ ។
- v. សន្ទស្សន៍ពេញចិត្តលើការអនុវត្តអភិបាលកិច្ចនៅក្នុងគម្រោងផ្លូវជនបទគាំទ្រថវិកាទទួលបានសន្ទស្សន៍ពេញចិត្តគឺ ០,៦០ ។
- vi. សន្ទស្សន៍ពេញចិត្តលើគុណភាពគម្រោងផ្លូវត្រូវបានវាយតម្លៃដោយកសិករបានទទួលពិន្ទុ ០,៩៥ (ពេញចិត្ត) និង ពិន្ទុ ០,៦០ (លើមធ្យម) ត្រូវបានវាយតម្លៃដោយក្រុមប្រឹក្សាឃុំ ។
- vii. សន្ទស្សន៍ផលប្រយោជន៍គម្រោងផ្លូវជនបទទទួលបានពិន្ទុ ៣,០២ (ល្អប្រសើរ) និង សន្ទស្សន៍ផលប៉ះពាល់គម្រោងផ្លូវជនបទទទួលបានពិន្ទុ ៣,០១ (ល្អប្រសើរ) ។

ដូច្នេះជារួម ការសិក្សាអាចសន្និដ្ឋានបានថា អភិបាលកិច្ចមូលនិធិឃុំសង្កាត់លើការអនុវត្តគម្រោងផ្លូវជនបទ ពិតជាមានផលប្រយោជន៍ និង ផលប៉ះពាល់ជាវិជ្ជមានយ៉ាងច្រើនដល់ស្ថានភាពរស់នៅរបស់ប្រជាពលរដ្ឋមូលដ្ឋាន និង សហគមន៍ដោយផ្ទាល់ និង ដោយប្រយោលនៅក្នុងឃុំគោលដៅទាំងពីរនៃខេត្តប៉ៃលិន ភាគខាងលិចនៃប្រទេសកម្ពុជា ។

៦.២ អនុសាសន៍

ផ្អែកលើរបកគំហើញសង្ខេបដូចបានបង្ហាញខាង ការសិក្សាបានលើកជាសំនូមពរ និង អនុសាសន៍ ពាក់ព័ន្ធមួយចំនួន ដល់ក្រុមប្រឹក្សាឃុំអាណត្តិទី២ សម្រាប់យកទៅអនុវត្តធ្វើឲ្យប្រសើរឡើង មានដូច ខាងក្រោម ៖

- i. ការអភិវឌ្ឍសមត្ថភាពក្រុមប្រឹក្សាឃុំគួរត្រូវបានកសាង និង បណ្តុះបណ្តាលបន្ថែមទៀតលើ គោលការណ៍ណែនាំបច្ចេកទេស និង គោលនយោបាយពាក់ព័ន្ធសំខាន់ៗ ។
- ii. ការសិក្សាបានផ្តល់យោបល់ថា ការអនុវត្តអភិបាលកិច្ចល្អទៅក្នុងគម្រោងផ្លូវជនបទគាំទ្រថវិកា ដោយមូលនិធិឃុំគួរតែធ្វើឲ្យប្រសើរជាងមុន ។
- iii. ផលប្រយោជន៍ និង ផលប៉ះពាល់វិជ្ជមាននៃការអនុវត្តគម្រោងផ្លូវជនបទគាំទ្រថវិកាដោយមូលនិធិ ឃុំគួរតែពង្រឹង និង ពង្រីកបន្ថែមគ្រប់ឃុំគោលដៅ ។

សម្រាប់ការសិក្សាស្រាវជ្រាវលម្អិតបន្ថែមណាមួយនៅពេលក្រោយគួរផ្តោតលើប្រធានបទសំខាន់ចំនួន ០២ ដូចខាងក្រោម ៖

- iv. ផលប៉ះពាល់នៃការអនុវត្តអភិបាលកិច្ចល្អលើស្ថានភាពរស់នៅរបស់សហគមន៍នៅថ្នាក់ឃុំ និង
- v. ការសិក្សាស្រាវជ្រាវដោយប្រៀបធៀបរវាងការអនុវត្តអភិបាលកិច្ចល្អ ដោយរដ្ឋាភិបាល និង អង្គ ការសង្គមស៊ីវិល ។

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ANNEXURE

Questionnaire #1

The implementation of the C/S Funded Road Project (Interviewing Commune-Sangkat Council Members Only)

We have chosen you randomly from the list of commune council members of sampled Ou Tavau and Stueng Kach commune, Pailin Province. We are asking some questions on your daily activities and changes that have taken place in your life. This is to get a better understanding of Governance of Commune-Sangkat Fund on Rural Road Project Implementation. We would greatly appreciate if you could kindly provide your views through responding to the questions in the questionnaire. We would be keeping your views strictly confidential.

General information:

Name of Interviewer:.....	Name of Interviewee:.....	
	1.Sex:.....; 2.Age:.....	
Date of Interview:	3.District:.....; 4.Commune:.....	
5. Marital Status	1. <input type="checkbox"/> Single 2. <input type="checkbox"/> Married 3. <input type="checkbox"/> Divorced	
6. Educational background:	1. <input type="checkbox"/> Primary school 2. <input type="checkbox"/> Secondary school 3. <input type="checkbox"/> High school 4. <input type="checkbox"/> University	
7. How long have you been a commune council member?	1. <input type="checkbox"/> 7-10 year 2. <input type="checkbox"/> 5-7 year 3. <input type="checkbox"/> 3-5 year 4. <input type="checkbox"/> 1-3 year	
Benefits of C/S fund project implementation		
8. Did local people satisfy the quality of project outputs?	<input type="checkbox"/> Strongly satisfied <input type="checkbox"/> Not so strongly Satisfied <input type="checkbox"/> somewhat satisfied <input type="checkbox"/> Not satisfied <input type="checkbox"/> Not satisfied at all	1 2 3 4 5
9. Target people transported their agricultural product and traveled across roads in commune.	<input type="checkbox"/> strongly agreed <input type="checkbox"/> not so strongly agreed <input type="checkbox"/> somewhat agreed <input type="checkbox"/> Strongly disagreed <input type="checkbox"/> Disagreed at all	1 2 3 4 5
10. The CS roads benefited and used by women and children.	<input type="checkbox"/> strongly agreed <input type="checkbox"/> not so strongly agreed <input type="checkbox"/> somewhat agreed <input type="checkbox"/> Strongly disagreed <input type="checkbox"/> Disagreed at all	1 2 3 4 5
11. Did the price of agricultural products increase?	<input type="checkbox"/> improved a lot <input type="checkbox"/> improved somewhat <input type="checkbox"/> improved a little <input type="checkbox"/> No change	1 2 3 4

Impacts of C/S funded project implementation		
12. Is health of pregnant women better improved due to improved road?	<input type="checkbox"/> improved a lot <input type="checkbox"/> improved somewhat <input type="checkbox"/> improved a little <input type="checkbox"/> No change	1 2 3 4
13. Is the school attendance of children increased?	<input type="checkbox"/> increased a lot <input type="checkbox"/> increased somewhat <input type="checkbox"/> increased a little <input type="checkbox"/> Not increased	1 2 3 4
14. Are the small businesses/stalls increased along the road due to rural road project?	<input type="checkbox"/> increased a lot <input type="checkbox"/> increased somewhat <input type="checkbox"/> increased a little <input type="checkbox"/> Not increased	1 2 3 4
15. Is the living condition of grassroots people in the commune/sangkat improved after the project?	<input type="checkbox"/> improved a lot <input type="checkbox"/> improved somewhat <input type="checkbox"/> improved a little <input type="checkbox"/> No change	1 2 3 4

16. Capacity Development/building of Commune Council members								
No	Trainings provided	Is it trained?		If, yes, do you think your knowledge and skills are better improved?				
		Yes	No	No change	improved a little	Improved somewhat	Improved	much improved
1	CS conflict solutions							
2	CDP and CIP							
3	M&E on project development, admin, and finance							
4	Safeguard study							
5	Concepts on C/S development							
6	PIM							
7	Leadership for commune							
8	Small proposal writing							
9	C/S action in Social Development							

10	C/S finance							
11	CWCC functions performance							
12	C/S project procurement							
13	C/S administrations							

Thanks

Questionnaire #2

The Implementation of C/S Funded Road Project at Commune Level

(Interviewing Village Respondents Only)

We have chosen you randomly from village respondents of sampled Ou Tavao and Stueng Kach commune, Pailin province. We are asking some questions on your daily activities and changes that have taken place in your life. This is to get a better understanding of Governance of Commune-Sangkat Fund on Rural Road Project Implementation. We would greatly appreciate if you could kindly provide your views through responding to the questions in the questionnaire. We would be keeping your views strictly confidential.

General information:

Name of Interviewer:.....	Name of Interviewee:..... 1.Sex:.....; 2.Age:.....
Date of Interview:	3.District:.....; 4.Commune:..... 5.Village.....
6. Occupation:	1 <input type="checkbox"/> Farmer 2. <input type="checkbox"/> businessperson 3. <input type="checkbox"/> civil servants 4. <input type="checkbox"/> students
7. Marital Status	1 <input type="checkbox"/> Single 2. <input type="checkbox"/> Married 3. <input type="checkbox"/> Divorced
8. Educational background:	1. <input type="checkbox"/> Primary school 2. <input type="checkbox"/> Secondary school 3. <input type="checkbox"/> High school 4. <input type="checkbox"/> University

A. Use of C/S Investment Fund

9. Do you think using the C/S fund respond the priority need of commune?

1. ☐ Not response 2. ☐ Response a little 3. ☐ Responded somewhat 4. ☐ Strongly response

10. Do you know the use of commune fund in your respective commune/sangkat?

1. ☐ Not know 2. ☐ Partly know 3. ☐ Mostly know 4. ☐ Always know

B. Mobilization of Local contribution

11. Do you know a dissemination of local contribution in your respective commune/sangkat?

1. ☐ Not know 2. ☐ Partly know 3. ☐ Mostly know 4. ☐ Always know

12. Do you ever contribute your resource to implementation of C/S rural road project?

1. ☐ Not know 2. ☐ Never 3. ☐ Sometimes 4. ☐ More often 5. ☐ Always

C. Implementation of C/S Funded Project:

C.1 CDP & CIP Process

13. Do you ever attend village meeting to identify problem and local needs?

1. ☐ Not know 2. ☐ Never 3. ☐ Sometimes 4. ☐ More often 5. ☐ Always

14. Are you satisfied with problem/need identification and prioritization for CDP/CIP?

1. ☐ Not satisfied at all 2. ☐ Not satisfy 3. ☐ Somewhat satisfied 4. ☐ Not strongly Satisfied 5. ☐ strongly satisfied

C.2 Implementation of C/S Funded project bidding

15. Do you ever know about information of C/S road project bidding ?

1. ☐ Not know 2. ☐ Sometimes know 3. ☐ Often know 4. ☐ Always know

16. Do you satisfy with a quality of C/S road projects ?

1. ☐ Not satisfied at all 2. ☐ Not satisfy 3. ☐ Somewhat satisfied 4. ☐ Not strongly Satisfied 5. ☐ strongly satisfied

17. Do you think how benefited the C/S road projects are in your respective commune?

1. ☐ No change 2. ☐ Benefited a little 3. ☐ Neutral 4. ☐ Benefit a lot

Thanks

Questionnaire #3

Good Governance Application in Commune-Sangkat Investment Fund

(For commune council, C/S technical support officers, district councilor/board of governors, provincial advisor, PDoP deputy director, and NGO staff)

General information:

1.Sex:.....	2. Village:.....
3.Commune:....., 4.District:....., province: ...	5. Occupation:
6. Age:	1. <input type="checkbox"/> under 18 year 2. <input type="checkbox"/> 19-25 year 3. <input type="checkbox"/> 26-35 year 4. <input type="checkbox"/> 36-55 year 5. <input type="checkbox"/> 56-year up
7. How long have you been working?	1. <input type="checkbox"/> 7-10 year 2. <input type="checkbox"/> 5-7 year 3. <input type="checkbox"/> 3-5 year 4. <input type="checkbox"/> 1-3 year
8. Educational background:	1. <input type="checkbox"/> Primary school 2. <input type="checkbox"/> Secondary school 3. <input type="checkbox"/> High school 4. <input type="checkbox"/> University
9. Level of understanding on good governance of surveyed respondents?	1. <input type="checkbox"/> Very poor 2. <input type="checkbox"/> Poor 3. <input type="checkbox"/> Neutral 4. <input type="checkbox"/> Good 5. <input type="checkbox"/> Very good

Have the following aspects of good governance been applied in C/S Fund Execution? If yes, to what degree in each item has been applied? *Degree of application 1= low, 2=moderate and 3=high*

No	Items Description	Applied		Degree of Application			If yes (how?) No (why?)
		Yes	No	1	2	3	
Rule of Law (Related legal frameworks)							
1	CDP/CIP						
2	C/S Investment Fund						
3	C/S Financial Management System/procedure						
4	Project Implementation Manual						
5	C/S administration management through						
6	Administration and M&E Manuals						
Participation							
1	Local people participation in problems and						
2	Local people participation in prioritization of						
3	Local people participation in project site						
4	Local people contribute labor and financial						
5	Local people participation in activities of project						
6	Local people participation in project implement						

Accountability							
1	PBCs members perform according to assigned						
2	Procurement committee execute their responsibilities in project procurement as						
3	M and E committee members performance in project monitoring and evaluation						
4	PBC, Procurement committee and M and E committee are accountable to the outcome						
5	CCs conduct evaluation on CDPs performance						
6	CCs keep reporting about CDP projects						
7	CCs reporting about decision made during						
8	Conflicts conflict of interest of CDP project and						
Transparency							
1	Awarding the contract based on majority voting						
2	Bidding results announce to public and among						
3	External financial audit conducted by provincial						
4	Expense on project of CDPs recorded according						
5	Project expense expose at the project site						
6	Participatory annual budgeting planning among						
7	Financial reporting about the project disclose to						
Responsiveness							
1	Plans match with local needs						
2	Time frame (scheduling)						
3	Equity in avoiding the discrimination in						
4	Project outputs benefited local people,						
Efficiency and Effectiveness							
1	CDPs developed according to the schedule						
2	CDPs finished on time						
3	CC members assigned task according to their						
4	Commune fund disbursed on time for CDPs						
5	Budget allocated to the priority project of CDPs						
6	Technical staff from provincial and district fully committed to support CCs in technical						
7	Commune fund is economically used in CDPs						

The Satisfaction with Good Governance Application in C/S Investment Fund

Execution: To what extent are you satisfied with the following application of local good governance items in Commune fund Execution?

Degree of satisfaction:

1= strongly dissatisfied, 2 = dissatisfied, 3= neutral, 4= satisfied and 5=strongly satisfied

No	Items Description	Satisfied		Degree of Satisfaction					Comments
		Yes	No	1	2	3	4	5	
1	CDP/CIP								
2	C/S Investment Fund								
3	C/S Financial Management System/procedure								
4	Project Implementation Manual								
5	C/S administration management through								
6	Administration and M&E Manuals								

Participation									
No	Items Description	Satisfied		Degree of Satisfaction					Comments
		Yes	No	1	2	3	4	5	
1	Sharing ideas of CCs about CDP with district								
2	Exchanging ideas about CDPs of CCs with CBOs								
3	Exchanging ideas of CCs about CDPs with NGOs								
4	Sharing of information about CDP projects and CDP among CCs member and other								
5	People's participation in problems and need								
6	People's participation in project identification								
7	People's participation in project site selection of								
8	Local resource mobilization (budget contribution) for project implementation								
9	People's participation in project implementation								
10	People's participation in project monitoring and								
Accountability									
1	Overall task performance of PBCs members								
2	Overall performance of procurement								
3	Tasks performance of M and E committee								
4	Responsibilities of PBC, Procurement committee and M and E committee regarding the								
5	Reporting of CCs about the project to the public								
6	Decision making of CCs during project								
7	Problem solving of CCs								
Transparency									
1	Decision making of PBC and CC members in								
2	Allocation of CDP projects to each village								
3	You satisfied the bidding process of CDP project								
4	Bidding result of procurement committee								
5	Awarding the contract of procurement								
Responsiveness									
1	Plans match with local needs								
2	Time frame (scheduling)								
3	Equity in avoiding the discrimination in								
4	Project outputs benefited local people, especially								
Efficiency and Effectiveness									
1	CDPs developed according to the schedule								
2	CDPs finished on time								
3	CC members assigned task according to their								
4	Commune fund disbursed on time for CDPs								
5	Budget allocated to the priority project of CDPs								
6	Technical staff from provincial and district fully committed to support CCs in technical								
7	Commune fund is economically used in CDPs investments								

Thanks