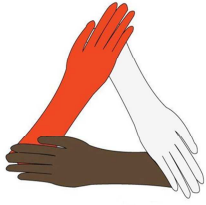


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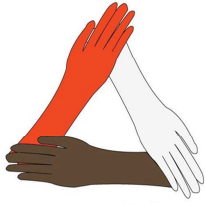
**ក្រុមការងារវិបល្លាសភាពមេឃុំភាពជាដៃគូ**  
Working Group for Partnerships in Decentralization

# 3 year program plan

*2015-2017*



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## Working Group for Partnerships in Decentralization

### 1. Introduction

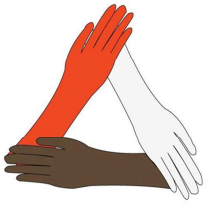
The Working Group for Partnerships in Decentralization (WGPD) was established in 2003. It is a network of Cambodian and International NGOs and Civil Society Organizations. The network promotes collective voices and meaningful engagement of civil society with the government at all levels to strengthen democratic development. The engagement of WGPD on behalf of Civil Society in sub national democratic development requires a strong and capable network organization that is able to work effectively and in partnership with national and sub-national stakeholders.

With the Secretariat established in 2013, WGPD implemented its 3-Year-Programme Plan 2012-2015 with funding support from Pact Cambodia hosted by CCSP. WGPD almost doubled its members from over 70 to 120, expanded membership from 14 to 22 provinces, established 19 provincial focal points to represent their respective provinces at the national level, brought together other WGPD members for knowledge sharing and collaboration in their jurisdictions, and supported WGPD network activities to reach out to local audiences. The longer term objective is to support champions to engage and establish sub-networks that can go further to carry out the WGPD mandate across Cambodia.

The Program Plan below was formulated based on: (1) the review of progress against the current 3 Year Program Plan 2012-2015, (2) a reflection workshop on 21 November 2014 that was organized jointly by the Working Group for Partnership in Decentralization (WGPD) and the Committee for Cooperation for Cambodia (CCC) during which members of WGPD's and CCC's networks strongly recommended WGPD and CCC to jointly lead Cambodian Civil Society Organizations in Decentralization and Deconcentration reform in Cambodia and (3) a series of consultations with stakeholders

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## Working Group for Partnerships in Decentralization

### WGPD Programme Plan 2015-2017

#### Mission and vision

The WGPD Vision is a Cambodian society where all people have genuine engagement in democratic development and equal access to quality and responsive public services.

WGPD sees it as its mission to promote collective voices and meaningful engagement of civil society with the government at all levels to strengthen democratic development.

#### Theory of Change

WGPD is focused on democratic development from a civil society point of view. The impact WGPD seeks is for a real democratic development to take place in Cambodia, in which government and civil society play their role well and cooperate together. WGPD identifies two main components that contribute to democratic development from civil society; to strengthen capacity of the civil society in promoting transparent and accountable local development and effective public services, and to foster partnership between government and civil society stakeholders at all levels to increase citizen participation in democratic development activities.

To achieve these two goals, WGPD has the following objectives:

1. Enhance capacities of members to make a critical analysis and produce effective actions in democratic development process.
2. Foster collective efforts in responding to the issues of local democratic development
3. Strengthen Internal WGPD Effectiveness

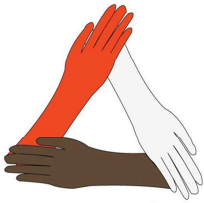
To reach those objectives, and building on the progress achieved in the implementation of its previous 3 year program plan 2012-2015, over the next three years WGPD will manage the following interventions.

WGPD will coordinate activities of its members regarding democratic development, it will seek to broaden its collaboration and cooperation with other existing networks both at national and sub national level, will ensure that it deepens the membership within each province, will ensure effective representation of grass-root CBOs and citizens in the respective areas where member organizations/networks are working and will stimulate that provincial level networks are representative, functioning, strengthened and capacitated.

As WGPD does not work directly with citizens, that remains the task of its members, WGPDs approach to capacity development from 2015 to 2017 will focus on strengthening CSOs capacity to effectively play their roles with an emphasis on local ownership and local identification of needs. It will develop CD strategies which are tailored to specific provincial, district and commune-level contexts, which are demand-driven, and locally owned. It also focuses on peer-to-peer cooperation and learning and societal transformation processes that incorporate the national and international policy environment. Such processes will not be guided by predetermined maps, and will emphasise inclusive, networked models of learning and resolving problems.

WGPD views effective policy dialogue among its members, with the Royal Government of Cambodia (RGC), Development Partners [DPs] and other CSO networks as being a central strategic priority for achieving its goal of 'transparent and accountable local development, effective public services... and increasing

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## Working Group for Partnerships in Decentralization

meaningful citizen participation in democratic development activities’. In its participation in the D&D TWG and the D&D DPG WGPD will therefore aim to incorporate the views and perspectives of its members as well as high quality legal and policy analysis into effective policy dialogue within those forums. WGPD will continue to engage with NCDD-S in a constructive and creative ongoing dialogue around the SNDD reform and will also aim to engage its provincial members and where possible C/S & D/M Councillors in their own dialogues on relevant issues. Where possible it will act as the broker of information, data and policy and practice perspectives between civil society engaged in SNDD and NCDD-S. In order to do this more effectively, it will enhance its capacity around policy and D&D legal frameworks.

WGPD will aim to facilitate the collection and exchange of knowledge among its members. It will facilitate the mobilization of knowledge from networks such as LOGIN, and CDRI and other research institutes, to make this knowledge easily accessible and useful to WGPD members. WGPD will concern itself mainly with analysing and disseminating existing data and research provided by other agencies in the period 2015 - 2017.

WGPD recognizes that in order to deliver the above results in the period 2015-2017 it will also need to focus on a number of key interventions relating to its governance, its structures, its resources and its effective functioning. It recognizes that its ability to attract and keep its members, to represent their views as well as to attract sustainable funding will also depend on how it is governed, managed and how it measures and reports its results. In the period 2015-2017 WGPD will continue to focus on these internal or ‘enabling’ priorities, which will require a significant amount of time and resources if the mission of promoting the ‘collective voices and meaningful engagement of civil society with the government at all levels to strengthen democratic development’ is to be achieved.

### Implementation

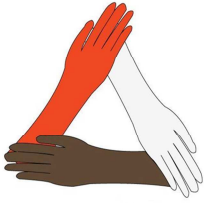
WGPD is a membership organisation with 120 members. Implementation of the Program Plan will be done through a cooperation of members and the secretariat. Steering Committee members will play an important role. For example, technical support will be provided by VSO through the placement of volunteers, and support for membership, internal governance, human resource management, finance and administration will be provided by CCC. Steering Committee member NLC provides a link with sub-national authorities. Some members, like PACT and Save the Children provide financial support for projects and to sustain the secretariat. WGPD works with NCDD and sub-national authorities and will use international best practices through LOGIN and DELGOSEA.

Despite the support from its members, WGPD is still looking for other partners to be able to fully implement its Program Plan.

### Monitoring and evaluation

Part of the program is developing a monitoring and evaluation plan. Part of that plan will be an annual monitoring and interim evaluation of the progress. The monitoring and evaluation reports will be discussed in the Steering Committee to make adjustments to the program and improve the implementation. WGPD will report on a quarterly basis about the outputs delivered. A final evaluation will be done at the end of the program to extract learning.

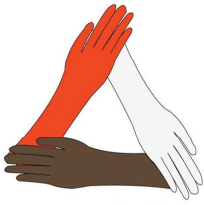
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**Working Group for Partnerships in Decentralization**

**Overview of the results**

Objectives	Results
<p><b>Objective 1:</b> Enhance capacities of members to make a critical analysis and produce effective actions in democratic development process.</p>	<p>1. WGPD members have increased knowledge, understanding and capacity on SNDD (IP3, and social accountability and public service deliveries)</p>
<p><b>Objective 2</b> Foster collective efforts in responding to the issues of local democratic development</p>	<p>1. WGPD members enhance civic engagement in SNDD/IP3            2. Evidence-based advocacy made critical influence on policy dialogue processes and the outcome of SNDD/IP3.</p>
<p><b>Objective 3:</b> Strengthen Internal WGPD Effectiveness</p>	<p>1. WGPD become a more effective, credible, and sustained <u>organisation-network</u></p>



**Activity scheme**

**Objective 1:** Enhance capacities of members to make a critical analysis and produce effective actions in democratic development process.

RESULTS	KEY ACTIVITIES
<b>1.1 WGPD members have increased knowledge, understanding and capacity on SNDD (IP3, social accountability and public service delivery)</b>	<p>1.1.1 Coordinate learning forums/platforms at national and provincial level for regular learning, sharing of information, exchange of good practices, lessons learnt and challenges among WGPD members</p> <p>1.1.2. Develop and disseminate WGPD knowledge sharing materials on IP3, social accountability, HRBA and civic engagement and good practices to members and other interested stakeholders</p>

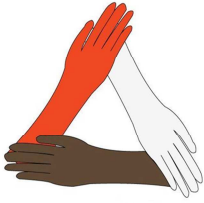
**Objective 2:** Foster collective efforts in responding to the issues of local democratic development

RESULTS	KEY ACTIVITIES
<b>2.1 WGPD members enhance civic engagement in SNDD/IP3</b>	<p>2.1.1 Coordinate and engage WGPD members in the implementation and monitoring of the I-SAF, IP3 and public service delivery.</p> <p>2.1.2 Work in partnership with NCDD, NLC, LOGIN, NEP, Medicam , CDRI, CCC, TI, NGO Forum to build capacity of WGPD members and SNAs around SNDD ((IP3, social accountability and public service delivery)</p> <p>2.2.3 Coordinate regular dialogues at sub national and national level between NCDD and WGPD members on on-going challenges and issues around SNDD .</p>
<b>2.2 Evidence-based advocacy made critical influence on policy dialogue processes and the outcome of SNDD/IP3.</b>	<p>2.2.1 Conduct at least one research annually on a key research topic which is identified by members and other stakeholders.</p> <p>2.2.2 Coordinate policy dialogue with RGC/NCDD-S and other key stakeholders based on research findings.</p> <p>2.2.3 Develop and disseminate position papers</p>

**Objective 3:** Strengthen Internal WGPD Effectiveness

RESULTS	KEY ACTIVITIES
<b>3.1. WGPD becomes a more effective, credible, and sustainable organisation</b>	<p>3.1.1. Develop and implement institutional capacity development plan</p> <p>3.1.2. Develop an WGPD MoU with NCDD-S</p> <p>3.1.3. Revise the current by law to meet the needs of WGPD</p> <p>3.1.4. Develop a fundraising policy, strategy and generic funding proposal and actively engage in communication with potential donors</p> <p>3.1.5. Develop an annual activity plan and budget</p>

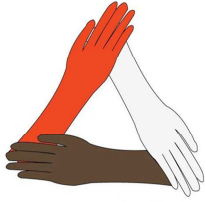
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## Working Group for Partnerships in Decentralization

	<p>3.1.6. Develop a clear M&amp;E plan and system to manage information and monitor/evaluate the progress and reporting</p> <p>3.1.7. Support WGP members to provide the data and learning evidence it needs to report on its programme.</p> <p>3.1.8. Develop a simple tool that enables data capturing at SN level by WGP members</p> <p>3.1.10. Conduct regular meetings with Steering Committee, host organization, and funding partners of WGP</p> <p>3.1.11. Integrate M&amp;E based reflection and lessons learnt into the WGP Annual Report</p>
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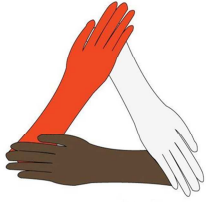
**Annex 1. Review progress against the 3 Year Programme Plan 2012-2015**

After having decided on an organizational model in 2011, the first election of Steering Committee followed in 2012 and the second election in 2014. With the Secretariat established in 2013, WGPD implemented its 3-Year-Programme Plan 2012-2015 with funding support from Pact Cambodia through CCSP. The three year programme focused on five strategic priorities: (1) Membership & Representation, (2) Capacity Development & Learning, (3) Policy Dialogue & Advocacy, (4) Knowledge Management & Research and (5) Internal WGPD Effectiveness. Below is a summary of the key achievements of the implementation of the 3-Year-Programme.

1. Membership & Representation: WGPD doubled its membership from over 70 to 119, expanding membership from previously 14 to 22 provinces. 19 provincial focal points were appointed to represent their respective provinces at the national level, to bring together other WGPD members for knowledge sharing and collaboration in their jurisdictions, and to support WGPD network activities to reach out to local audiences. The longer term objective of having the provincial focal points is to support those champions to engage and carry out the WGPD mandate across Cambodia.
2. Capacity development & Learning: WGPD organized learning events such as reflection workshops, regional meetings and exposure visits. It also collected and disseminated good practices. WGPD members had the opportunity to show case their success stories as well as to exchange learning on Subnational Democratic Development (SNDD) with each other.
3. Policy dialogue & advocacy: WGPD has provided comments on the National Development Strategic Plan 2014-2018 with a significant number of recommendations taken up by the government. WGPD also raised a wide range of challenges and issues around SNDD, touching issues around the 2013 election, the accountability of local councils and provided recommendations and input for the IP3 next phase 2015-2017.
4. Knowledge management: WGPD has continued to post documents such as best practices and other related D&D related documents on its website for members and those who are interested to access.
5. Internal effectiveness: WGPD's election 2014 marked a milestone for the network as the outcome of the election produced a strong Steering Committee composed of 9 members to lead the network. The election to choose leadership, which was conducted in a very free and fair manner, truly reflected democratic principles that the network could be proud of, and could be treated as model of true democracy. To strengthen WGPD, the WGPD Steering Committee meets more often to discuss on a wide range of issues to explore possible options that could help make WGPD a stronger network on D&D in Cambodia. There have been a number of decisions and actions taken by the WGPD Steering Committee. Those decisions and action include the revision of WGPD by law to add the positions of vice chair and Executive Secretary to the WGPD structure, selection of a new host , MoU between host organization, selection of new chair and vice chair and the plan to develop a WGPD institutional development plan with set millstones that will commence from early 2015.



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**Annex 2. Rationale for review of the current 3 Year Programme Plan 2012-2015**

**a) Cambodia’s changing political context**

The government’s new 3 Year Implementation Plan (IP3 next Phase 2015-2017) for Sub National Democratic Development that has reshaped its approaches by focusing on enabling the district sub national level administration to take stronger role in providing public services such as health and education.

**b) Challenges hindering civil society organizations to contribute to the sub national democratic development in Cambodia**

Although recognizing the progress of IP3 at the implementation of democratic development, CSOs also face real challenges at the local level to support interaction between citizens and functional and effective sub-national governments. Many local NGOs still have limited capacity and financial resources to participate actively and meaningfully in sub national democratic development. The lack of effective coordination, cooperation and collaboration has meant it is always a real challenge for CSOs to have a common stance on Cambodia’s structural issues of weak governance. Though many WGP members have been very committed to participating and engaging in WGP events or initiatives organized by the Secretariat, others lack initiative and capacity to organise their own activities or events that could potentially help strengthen the network. For example, many are not able to mobilize their own resources to effectively lead advocacy and have regular dialogues with the provincial or sub national governments on matters concerning D&D. Likewise, Provincial Focal Points do not have resources to bring provincial members together to consolidate input for effective advocacy.

Fundraising was an important issue brought up at the Provincial Focal Point meeting with some ideas to work together to find funds to directly support provincial activities. Until funding is secured, it is virtually impossible for the Secretariat to ensure active participation of the provincial network members and this will be a bottleneck for activities that require full consultation or specific provincial feedback, such as the ability to bring issues forward from the provinces to inform policy at the national level. For instance, it was quite challenging to obtain accurate information in a timely way to contribute to the IP3 phase II on behalf of civil society. In addition, it was a challenge to find commitment internally to devise a coordinated approach to inform, gather input, and develop a reflective output. However, with challenges in coordination, it is likely that a professionally facilitated approach would produce a smoother process and focused and higher-quality output that can better reflect the voices of the members.