# Table of contents

Abbreviation 3  
Acknowledgement 4  
Executive summary 5  
I- Background 6  
II- Objective of Post Survey 7  
III- Methodologies 7  
\hspace{1cm} 3.1: Reviewing questionnaires 7  
\hspace{1cm} 3.2: Sampling selection 8  
\hspace{1cm} 3.3: Interviewing approaches 8  
IV- Key findings 9  
\hspace{1cm} 4.1: Citizen's satisfaction with service deliveries (controlling communes) 9  
\hspace{1cm} 4.2: Citizen's satisfaction with service deliveries (targeting communes) 12  
\hspace{1cm} 4.3: CBOs' satisfaction with service deliveries (controlling communes) 15  
\hspace{1cm} 4.4: CBOs' satisfaction with service deliveries (targeting communes) 17  
\hspace{1cm} 4.5: CC's knowledge and awareness on their roles and responsibilities 19  
V- Recommendations 21  
VI- Conclusion 23  
VII- Appendix  
\hspace{1cm} 6.1: appendix 1: tentative schedule of pre-project survey 24  
\hspace{1cm} 6.2: appendix 2: questionnaires for citizens and CBOs 25  
\hspace{1cm} 6.3: appendix 3: questionnaire for commune councils and village chiefs 27  
\hspace{1cm} 6.4: appendix 4: results of citizens in control communes 29  
\hspace{1cm} 6.5: appendix 5: results of citizens in project communes 33  
\hspace{1cm} 6.6: appendix 6: results of CBO in control communes 37  
\hspace{1cm} 6.7: appendix 7: results of CBO in project communes 41  
\hspace{1cm} 6.8: appendix 8: results of CCs and village chiefs in project communes 44  
\hspace{1cm} 6.9: appendix 9: results of CCs and village chiefs in control communes 47
Abbreviation

CBOs  Community Based Organizations
CCs   Commune Councils
CIP   Commune Investment Program
CMC   Community Mobilizing Committee
CRTs  Community Research Teams
IP3   3 Years Implementation Plan
LAAR  Local Administrative and Reform
LNGOs Local Non-Governmental Organizations
NCDD National Committee for Sub-National Democratic Development
NP-SNDD National Program for Sub-National Democratic Development
PDoH  Provincial Department of Health
PDoEYS Provincial Department of Education Youth and Sports
RCEDO Rural Community and Environment Development Organization
TAF   The Asia Foundation
Acknowledgement

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We would also like to express our deeply thanks to all commune councils, village chiefs, Community Research Teams (CTRs), Community Based Organizations (CBOs) and citizens both targeting communes and controlling communes for warmest welcome and provides good collaboration and friendly to make our team work smoothly and successfully.

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Freelance Consultant

Lim Bun
Executive Summary

Good governance leads to good management, good performance, good stewardship of public money, good public engagement and, ultimately, good outcomes for citizens and service users. Good local governance enables commune councils to pursue its vision effectively as well as underpinning that vision with mechanisms for control and management of ineffective services.

Civic engagement for local good governance project, funded by The Asia Foundation (TAF) and being implemented by the Rural Community and Environment Development Organization (RCEDO) is moving to the end of the project cycle. Following the pre-project survey, this study aimed to measure the gap or any significant change among commune councils (CCs), community based organization (CBO) and citizens in comparing to the baseline survey conducted by freelance consultant team in February 2011.

The same target communes and villages are identified and selected for conducting this post project survey. 6 target communes such Tapho, Tienkam, Saroung, Phkeam, Ponley and Treas communes and 2 follow up communes – Chhnour Meancheay and Slakram communes are notifying for this post-project survey. There are 33 commune council members that 21 members are in targeting communes and 11 members in the control communes.

Two difference questionnaires were designed and used for collecting information from difference target audiences. Part 1 was designed for citizens and CBO groups who were sampling selected for individuals or small group interview; while part 2 designed for targeting of commune councils and village chiefs.

Both citizens and CBOs are not nominated by RCEDO, it means that the consultant team is walking around the villages to find and seek them permission for a few minutes to respond some guiding questions. It also hard to find out citizens and CBO members to meet at this time because most citizens migrated to find jobs at neighbor country, such Thailand or Phnom Penh Capital or other provincial towns.

The key findings will helps RCEDO to further design its intervention project more effectively and efficiency in responding to meet target group’s expectation. Key recommendations will provide concrete thinking among key players for such commune councils, health center and primary schools to further improve their quality services to meet standard. Civic engagement in local governance will pave the way for democratic development at grassroots levels through multi-mechanisms that require local actors to play as good model in demanding commune councils and other service providers to accountable for their actions and decision-makings.

The survey results are clearly indicated significant changes in terms of commune administrative services, attitude of commune councils and clerks in delivering good service, illustrated citizen satisfaction with commune council’s intervention in addressing citizen’s problem, increase citizen’s awareness in participation in commune meetings and planning process. Number of citizen’s satisfaction with health center services clearly explained about citizen’s shifting to use...
and trust on health center services. Increasingly of citizen’s satisfaction with primary education offered by primary school also explicitly explained about good collaboration between commune councils, teachers and parent association in committing to improve this sector.

I- Background

Rural Community and Environment Development Organization (RCEDO) is an independent Cambodian Non-Government Organisation which works to improve the lives of rural communities in North-western Cambodia. The mission of RCEDO is to support rural communities and government departments in their efforts to improve the living condition of rural communities and achieve peace and democracy. The approach of RCEDO is characterised by an emphasis on community empowerment for self-reliance, on reaching the poorest and most marginalised people and on working in partnership with local government.

After one year of project implementation which was granted by World Bank through The Asia Foundation (TAF) called Civic Engagement for Local Good Governance in Banteay Meanchey is due to commence in December 2010 and will be completed in March 2012. The project aims to increase citizen’s participation for more effective local governance and public service delivery in rural communities. The project will cover 8 target communes within three districts – Prah Net Prah, Phnom Srok and Svay Chek. The post survey has two dimensions – first is trying to assess the level of citizen's and Community Based Organization's (CBO) satisfaction with service delivered by health centre, primary school and commune's administration and second is attempting to assess commune councils awareness on their roles and responsibilities as citizens' representative. The post-project survey is commencing from Feb 20th -25th, 2012. The primary objectives of the project are to:

1. Raise community awareness about good governance principles and practice;
2. Increase civic engagement in local governance;
3. Improve the quality of public health, education and local administration services;
4. Increase transparency and accountability in local government.

To achieve these objectives we applied a social accountability model in which citizens themselves hold the local government to account for their actions and decision. The project is centred on a mechanism by which the community monitors service delivery by multi-service providers. This community research drawing up the level of citizen's satisfaction on health centre, primary school and administrative services as well as the knowledge and awareness of local governance. The results of this study will be used to improve RCEDO in next project design, enhance quality services of health centre and primary school.

In summarizing local governance is about how local government bodies ensure they are doing the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. Commune councils are responsible for their decisions and actions, including their management of public funds and all aspects of performance. This is mainly achieved through clear understanding of these responsibilities, and having clearly defined roles with citizen’s and other key stakeholder’s involvement.

The results of this post-project survey clearly indicated significant changes in terms of knowledge of good governance, roles and responsibilities and civic engagement mechanisms among commune councils both targeting communes as well as following up communes. The results also highlight the great change of citizens and CBOs groups in participating in local
planning processes, public forum and other several meetings hold by commune councils and village chiefs.

II- Objectives of the Post Survey

Local government and local governance usually refers to outputs or results of services achieved and satisfied by service users, particular the poor who identified as the primary beneficiaries of the project. Civic engagement with local governance is showing critical part to build and strengthen local democratic development, which ensuring that citizen's voices and concerns is taking into account by the service providers and local councils. The post-project survey has two specific objectives:

1. To assess level of citizen’s satisfaction with commune administrative services, health center and education at primary levels;
2. To looking for gaps or any significant change in providing public services and making recommendation for improving quality of service providers.

III- Methodologies

Individual home-based interview as well as small group interview has been applied for gathering information wherever we can meet and seek them permission for talks. Mostly, there are 2 to 4 people we met and majority of correspondence are female, because of this season male are leaving home for finding additional works outside their villages.

For individual interview, the survey team tried to convince them to explore their opinions related to commune administrative services provided by commune councils, health center services as well as primary education where they supposed to receive these services. It is hard to get the right answers due to questionnaire s set by consultant team, so that the survey team tried to explain and raise some examples in order to provoke their thinking and responding to the answers.

For small group interview, however, they feel more confidence in responding to questionnaires because they can discuss each other before answering any questions that not clear enough. In order to get information from difference groups, the survey team separated them into specific groups. Commune councils and village chiefs targeted in one group, where citizens and CBOs are separate to respond the same questionnaires. For more detail, please see appendixes 4-9.

3.1: Reviewing of questionnaires

Questionnaires were reviewed and discussed with RCEDO management in order to ensure that the existing questionnaires are still useful for post-project survey. There are two types of questionnaires has been developed for post-project survey and these two questionnaires already applied during pre-project survey.

The purpose of using the existing questionnaires is to compare data or information before running the project and after finishing of the project. Part I was designed for assessing citizens and CBOs awareness on administrative services offered by commune councils, health care services provided by health center and primary education delivered by primary school. Part II was designed for measuring level of commune councils and village chiefs understanding about
their roles and responsibilities in providing and promoting public services to meet citizen’s expectation.

3.2: Sampling selection

Sampling selection was thoroughly discussed between RCEDO and consultant team to ensure that sampling and location is fitted to timeline and availability of consultant team in reaching each respective target communes. 6 target communes were identified and scheduled for conducting data collection while 2 controlled communes also target for comparing. In each commune, there are three difference groups has been targeted for interview such as citizens, CBOs and commune councils with village chiefs.

There are 32 commune councilors and village chiefs has involved in the interviewing process both target communes and control communes. 172 citizens in target communes and in control communes has involved for individuals and small groups interview. 31 CBO members from the 8 communes were also invited for the interview session.

3.3: Interviewing approaches

The survey team is separated into two groups. Group one is responsible for interviewing with citizens and CBO members and group two is responsible for interviewing with commune councils and village chiefs.

Project staff helps to introduce citizens and key informants about the consultant team and the purposes of conducting interview and mainly the results of this survey will be used to support RCEDO in developing an effective mechanism to build capacity of commune councils and other stakeholders to deliver quality services to citizens.

In the good start, the interviewers reintroduce themselves and clearly explained the purposes of interview, results to be used and sought citizens and key informants permission before questioning. Some informants are familiar with the consultant team, because last year they used to meet and talk the same issues. The consultant team tried to convince all informants, particular citizens and CBO members to feel confidence in answering to our questions. For example, “in the last year we used to come down to your villages we has a chance to meet and talk with some people on specific issues related to your satisfaction with commune’s administrative services, health center and primary education. As you know, RCEDO started works in your community since January last year and now the project is going to end by 31 March 2012.” “We would like you to spend only 5-10 minutes to answers our questions – and your contribution will helps us to provide accurate feedbacks and the useful recommendations not only for RCEDO to design its next strategies, but also helps to improve quality of services such commune councils, health center and primary education.”

In consulting with commune councils and village chiefs, the consultant team sought them permission as well as and explained about the purpose of interviewing. After understanding the purpose of the meeting both commune councils and village chiefs welcome survey team and feel comfortable in answering consultant team’s questions. Commune chief of Tapho, said I feel unhappy to hear RCEDO project is going to end very soon, I realized that RCEDO really helps to develop my commune council’s capacity, improve our commune administrative services to
meet citizen’s expectation. Through technical support and capacity build by project, we gained more knowledge and confidence to handle our jobs effectively and efficiency. What we have received from the project will help us to performance our works to meet with citizen’s needs.

IV- Key Findings:

The results of this post-project survey are distinguished between control communes and target communes. The comprehensive results are classified according to specific services provided by respective service providers. According to pre-project survey, the key findings from this post-project survey will helps to measure the significant changes in terms of knowledge of commune councils, village chiefs, CBO members and level of citizen’s satisfaction with administrative services provided by commune councils, level of citizen’s satisfaction with health care services offered by health center, and quality of primary education served by primary schools.

The results were indicated in accordance with respective services provided by specific service providers and key recommendations will helps to improve their quality of services such as commune administrative performance, quality of health center services, and uplift quality of primary education.

In general commune councils, village chiefs, CBOs and citizens recognize that quality of health center and primary school is changing in terms of attitude of health center’s staff and teaching hour of teachers.

4.1: Citizen's satisfaction with service deliveries (controlling communes)

4.1.1: Citizen's satisfaction with commune administrative

The results of this pre-project survey clearly indicated that citizens were not satisfied with quality services of communes administrative in the last 12 months. Chhnor Meancheay and Sla Kram communes were selected as control communes for pre and post project survey. As indicating in below charts, there are significant changes of commune administrative services provided by commune councils in the last 12 months.

The above result shows that citizens are happy with quality of commune administrative services provided by commune councils, after RCEDO running its project. All key informants that we have met and talks express almost the same idea about their satisfaction with commune administrative services if comparing to last year. There are specific notes related to this changing
condition such as:

- Commune council members assigned one councilor to responsible for leading and facilitating meeting in each village;
- Commune council developed it meetings schedule and circulated to village chiefs and share with key stakeholders such project staff, Community Based Organizations (CBOs), health center, primary school principals, commune administrative police and other institutions;
- Commune council’s intervention once problems or issues took place at village level always on time;
- Commune councils used to inform citizens and CBO members about the amount of Commune budget and where the budget came from but they could not remembers;
- Citizens also satisfy with civil registration fees and other administrative documents issued by commune councils.

4.1.2: Citizen's Satisfaction with Health Centre (control communes)

The above charts indicated the positive change, even the numbers of sampling are a bit difference, but the graphic shows that citizens are really happy and satisfied with quality of health center, if comparing between pre and post survey. In general notes, both commune councils and citizens recognized that this changing is cause by many factors such:

- Replication from other projects;
- Interventions made by CBO members within the target community,
- Commune council proposed health issues as meeting agenda with involvement of health center staff;
- Interventions provided by other NGOs, particular by Department of Health through information dissemination and other materials such brochures and posters;
- Debating and consultation between health center staff and commune councils during CC monthly meetings;
- Based on these interventions most citizens are trusting on quality services of health centers.
4.1.3: Citizen's Satisfaction with Primary School

The role of primary education is very important to development of human resources, particularly at remote areas, where citizens difficult to access to high education in the gathering town or cities and also serve the main sectors for all kinds of development aspects. The results of post-project survey clearly shows the critical changes of citizen’s satisfaction on primary education if we compare to pre-project survey which only few informants satisfied with this sectors. In general notes related to this changing are because of some specific factors:

- Parents are always respond to teacher’s comment and follow up on their child’s education results – times, assignment and attendant;
- Citizens raise about poor teaching of teachers, frequently absence of teachers and poor education materials during the public forums at village levels;
- Citizens use accountability boxes to complaint about quality of education in their respective location;
- Citizens and CBO members reported about poor quality of education services to commune councils to take further actions;
- Citizens are aware about the advantage of education and encouraged their children to go to school and reduce some farm works that will prevent them to attend school on time.

4.1.4: Knowledge and Awareness of Local Governance

Governance refers to the processes in government actions and how things are done, not just what is done. It covers the quality of institutions and their effectiveness in translating policy into successful implementation. Effective local government requires good leadership and strategic management, good service provision and good community participation in acting as community watch-dog groups and regularly provided constructive feedback to improve and strengthen service delivery by public and private sectors.

The results of the post-project survey clearly shows that citizen’s understanding about
local governance, role and responsibility of commune councils were increased if we compare to pre-project survey.

4.2: Citizen’s Satisfaction with Service Deliveries (Targeting communes)

4.2.1: Citizen’s Satisfaction with Commune Administrative

The post-project survey is intended to deepen looking for significant changes among commune councils, CBO roles in promoting local governance and citizen’s participation in enhancing and demanding public service providers to accountable for their decision and actions. Following the existing sample of target communes, this post-project survey is conducting in 6 communes such as Treass, Saraong, Tapho, Pienley, Tien Kam and Phkaom. For more detail of interviewing results is illustrated in appendix 5.

- Help build mechanisms to disseminate the results of commune council decisions to citizens and other stakeholders;
- Help create watchdog mechanisms that promote transparency and accountability of commune councils;
- Promote consultation mechanisms so citizens can express their satisfaction or dissatisfaction with commune council’s projects;
- Help strengthen public access to public meetings and records.

Data collected in February 2012 in 6 target communes

Civic Engagement
4.2.2: Citizen’s Satisfaction with Health Centre

The ability of citizens, civil society, and other non-state actors – CRT to demand better governance depends on their access to information, and the degree to which they can act effectively on this information. Through non-stop information dissemination, trainings and commune public forum, citizens gained knowledge and aware of health center’s functions in providing effective services to enhance citizen’s welfare with non-discrimination manner. The results of post-project survey shows distinguish change of citizen’s satisfaction with health center services if comparing to pre-project survey.

This positive change cause by some specific intervention made by RCEDO and other key stakeholders in providing technical supports on health issues and capacity build.

- Poor of health center’s service brought to discuss in Operational Districts (ODs) in public forums, village information disseminate meeting, and by CRT and commune councils;
- Health center services always proposed as continuing agenda of commune councils meeting;
- Through CRT’s reports, trainings and dialogues among stakeholders on this issue at the public forums and reflection workshops;
- Health center directors were invited by commune councils to attend CC monthly meeting and reporting about health issues and achievement;
- Citizens, CRTs, CBO members and commune council works together to strengthen function of health centers.

4.2.3: Citizen’s Satisfaction with Primary School
The charts indicate positive change after RCEDO have been implemented the *Civic Engagement for Local Good Governance* and offered technical and financial supports to build capacity of commune councils, CRT and CBO members to actively involved in engaging with primary school principals.

- School principals recognized that some teachers were not paid enough attention in teaching students;
- School principals regular take parts in CC’s monthly meeting and discussing on teaching issues publicly;
- School principals disseminate feedback from attending CC’s meeting to all teachers and take action to improve their performances;
- Citizens strictly follow up their children’s study and keep contact with schools regularly;
- Citizens/parent are paid attention on their kid’s education through monitoring teacher’s comments in the student’s recording books;
- Citizens raise teaching issues during they attend public forum and school representative accept citizen’s comments.

### 4.2.4: Knowledge and Awareness on Local Governance

Effective local governance has the technical, capacity, and financial resources to sustain the delivery of local public services at levels satisfactory to citizens. The development of local capacity would be producing better-trained personnel, including more professionals engaged in commune’s operation.

- Citizens are aware of the commune’s budget and how commune councils used the budget to construct bridge, roads and canal;
- Citizens more active in participating in commune meetings and raising their concerns through Community research;
- CC increased information dissemination to citizens and stakeholders;
- Citizens raise questions about commune budget during the public forum and request commune council to post on information boards;
- Citizens has involved in commune planning and decision-making process, particular in Commune Investment Planning (CIP);
- Through specific trainings, reflection workshops, public forums and society networks activities organized by the project in collaboration with other NGOs and provincial health department.

As commune’s capacity strengthens, local officials are assuring improved delivery of public
services, especially in critical areas such as health care and education. They may employ new or innovative approaches, including public-private partnerships, proactive participation of citizens, CBOs and other stakeholders in development program of commune councils.

Building knowledge and raising citizens awareness on local governance is the main part to build and strengthen local democracy development, especially increased collaboration between commune councils and civil society organization in improving quality services of health and education sectors.

4.3: CB O's Satisfaction with Service Deliveries (Controlling communes)

4.3.1: CBO's Satisfaction with Commune Administration

These charts clearly indicated positive change of Community Based Organizations (CBOs) in participation in commune investment planning (CIP). In the pre-project survey among 8 key informants no one indicate they has involved in CIP project, while 3 among 6 informants said that they has participated in CIP after 1 year of RCEDO implementation the Civic Engagement for Local Good Governance. There are some important notes related to this changing:

- CBO members in control communes (Chhnour Meanchey and Slakram) increased their participation in CIP;
- CBO members understanding their roles in participating in CIP and claiming commune councils to provide available space for them to involve in;
- CBO members expressed their satisfaction with commune administrative services in terms of fees, timely of service, timely and effectively of problem solving and information dissemination;
- Some CBO members has played a critical role in building good relationship with commune councils;
- Some CBO members have invited to participate in commune council’s monthly meeting.

4.3.2: CBO's Satisfaction with Health Centre

- 4 informants among 6 respond that they satisfied with health care service provided by health center and they recognized the quality of this service;
- Health center staffs welcome and threat all citizens the same;
- Health center staffs are polite and advocate citizens to use health center’s services;
- CBO members rise about poor health center service during public forum and in commune monthly meetings.
4.3.3: CBO's Satisfaction with Primary School

Even though RCEDO did not directly implement the Civic Engagement for Local Good Governance project in these two communes, but through trainings and reflection workshops held by RCEDO – CBOs in these two communes were also invited to participate in, so that they have a chance to gain knowledge and share information with other CBO members in targeting communes. According to the result of the post-project survey clearly indicated that CBO members in these two communes are really satisfied with the quality service of primary education offered by primary schools in their community, while 6 informants absolutely said they are happy with teaching hours, teaching pedagogy and teacher’s attention in teaching their students.

Young female leader of cash saving association in Chhnour Meanchey commune told that she used to participate in commune’s monthly meeting regularly and she has a chance to report about her association progress, women and children situation. I really satisfied with quality of primary education in my community, even sometime some teachers were come late to teach, but he/she tried to explain students. School materials and equipment are good because of school just contract with new material and equipment.

4.3.4: Knowledge and Awareness of Local Governance

In participation in commune council’s monthly meetings, commune public forums, trainings and workshops some CBO members expose their knowledge on good governance and they are able to explain principles of good governance to other members and citizens in the community.

From these two charts comparison shows that before RCEDO implemented its project only 2 among 8 key informants known the funding sources of commune councils. In conducting post-project survey numbers of CBO members who known about commune funding sources is increasing. This changing context caused by some specific interventions:

- Collaboration between project’s staff with commune councils, primary schools, health centers and other stakeholders in organizing commune public forums at village
levels;

- Commune councils received a series of trainings and participated in workshops both in province and outside provinces;
- CBO members regularly participated in CC’s monthly meetings and they get the floor for participation.

4.4: CBOs' Satisfaction with Service Deliveries (target communes)

There were 25/17 female CBO members has involved in the post-project survey and they were come from different communes such Tienkam, Tapho, Phkaom, Sarroang, Ponley and Treass. They were informed by RCEDO staff about schedule of conducting post-project survey and also the purpose of conducting this survey. Usually, we met them at commune hall, school and pagoda and before starting questions; we asked them permission and introduce team members, purpose of this meeting and the using of the results to them clearly.

4.4.1: CBO's Satisfaction with Commune Administration

These charts show positive change before RCEDO started implement the Civic Engagement for Local Good Governance project in these 6 communes and after one year of its intervention. The results from the field interview clearly indicated that this changing is caused by some specific intervention from different institutions such as:

- Trainings, workshops and public forums conducted by RCEDO;
- Commune council regularly conducted its monthly meetings with involvement of key stakeholders such health center staff and teachers of primary schools;
- CBO members were invited to participate in commune council’s monthly meetings;
- Reflection workshops at district levels organized by RCEDO with involvement of NCDD representative; district board of governors, district councils, commune councils, line offices and other NGOs working in these target communes;
- Wider information dissemination through differences approaches – public meetings and posting information on notice boards.

4.4.2: CBO's Satisfaction with Health Centre (target communes)

- Public meetings and public hearing on health sector helps to increase CBO's awareness as well as replicate to other beneficiaries groups inside and outside target communes;
Through simultaneously actions by RCEDO, commune councils, CBOs and particular the citizens health center staff recognized their poor services and committed to improve the services to meet citizen’s expectation;

- CBO member shows their satisfaction with health center service, health care fees, operating hours and attitude of health center;

- Joint actions between difference actors such as health department, district operations and district authorities help to enhance quality services of health centers.

4.4.3: CBO's Satisfaction with Primary School

![Graph showing satisfaction levels](image)

- Teachers at primary schools realized their poor performance in teaching and committed to improve their performance to meet target benefit’s expectation;
- Primary school principals recognize and accept CBO and citizen’s demands and take actions to strengthen their roles in teaching and advising students;
- Provincial education department and district education offices increasing its follow up and encourage teachers at primary school to improve their teaching quality as well as maintenance good relationship with parent associations;
- Student’s parents paid attention in follow up their children study and maintain good relationship with class-in charge teacher to keep them inform due to their child’s activity at school;

- Citizens, CBO members and students invited by the commune councils to participate in commune public forum and have a chance to express their concerns related to education, health and other sectors such roads and canal constructions.

4.4.4: Knowledge and Awareness of Local Governance

Key findings from post-project survey in relating to knowledge and awareness of CBO members related to local governance were reflected in different ways.

- Most members known specific activity supported by commune budget;
CBO members were invited by commune councils to attend CC’s meeting whether at commune office or at villages;
- CBO members played an critical roles in dissemination information to citizens after they attended CC’s meetings and also collected information from citizens report to CCs;
- CBO members have received 5-6 trainings from projects plus other meetings and workshops. This helps to build their capacity and confident in implementing their duties.

4.5: CC's Knowledge and Awareness on Local Governance

The comparison of local good governance performance data can also be used to strengthen the upwards accountability of commune councils in responding to citizen’s demand. Assessing local councils provided important information on issues specific to local level, participation context, and process of citizen’s join in decision-making and how citizens measure performance of commune councils and other public service providers.

In implementing Civic Engagement for Local Good Governance project RCEDO used multi-approaches in order to build and strengthen capacity of CBOs and citizens to engage with commune councils, health center and primary education and demands these institutions to accountable for their actions and decision. The post-project survey discovered significant change of commune councils in performing their functions as citizen’s representation, improve quality of commune administrative services and enhance citizen’s participation in local planning processes.

4.5.1: Commune Councils in Targeting Communes (21 respondents)

- 17 among 21 key informants respond that the commune monthly meeting conducted regularly but the meeting date was not followed the schedule;
- The meeting was delayed around 3-5 days due to many reason for such:
  - Quorum was not completed;
  - Conflict schedule with high ranking government officials visits or meetings;
  - Urgent interrupt tasks such voter list update, election preparation and campaigns.
- Meeting minutes always produced but never post or share with other stakeholders;
- Most CC’s monthly meeting rarely invited CBOs/NGOs representative to participate;
- Only few CBO members, particular those home nearby commune hall were invited to attend CC’s meetings;
- Ordinary citizens never invited to participate in CC’s monthly meetings.

- Female commune councils were encouraged to participate in all CC’s monthly meetings;
- Commune councils feeling to listen and value female council comments and opinion;
- Women and children issues were raise and discuss during CC’s monthly meetings;
- Commune councils paid attention to citizen’s needs and try all the best to respond to the
4. Is commune office hours maintained?

- 16 among 21 councilors said that the offices were open every day while 5 councilors said that the commune offices open irregularly;
- The actual observation shows that majority of commune offices, especially in remote communes open only half-day mostly in the morning;
- Most citizens and CBO members expressed their dissatisfaction with office hour of commune councils, they only found them in the morning;
- There are few commune offices that have councilors or clerks work in the afternoon, particular when they have appointment with NGOs or other line departments.

4.5.2: Commune Councils in Controlling Communes (11 respondents)

In general notes, commune councils in these both commune were almost have the same knowledge and experiences in handling their functions. They have demonstrated the competency in serving and acting as citizen’s representative in the following fashions:

- Commune councils recognize the different potential within civil society and strive to ensure that all are involved in the progressive development of their communities;
- Participation through inclusiveness and empowerment of citizens shall be an underlying principles in decision-making, implementation and follow up at the local level;
- Representative of citizens in the management of local authority affairs should be reinforced by participation at all stages of the planning and policy development processes;
- Local stakeholders with responsibility and/or power for tackling poor service delivery had a key role to play in the design of commune’s projects and other monitoring instruments;
- Users of public services, including citizens and CBOs, were also consulted in the process of designing, implementing and monitoring services delivered by public service providers;
- Local stakeholders particular women and children are the best groups to inputs in policy formulation and reflection session;
- Collaboration among stakeholders such commune councils, health center and primary
school will contribute to improve its services;

- Partnerships with other key stakeholders such as district operations, health centers, and primary schools will help commune councils to serve citizens more effectively.

**V-Recommendations**

**V.1: Strategic Design Focus:**

- RCEDO needs to ensure strategic design and review with stakeholders' involvements in order to provide them with an opportunity to be part of the formulation processes;
- RCEDO should undertake a comprehensive risk assessment of potential risks arising from its strategic design;
- RCEDO needs to ensure effective communication between staff involved in strategic planning and those involved in operational tasks;
- RCEDO should sign Memorandum of Understanding with commune councils, health centers, and primary schools involving provincial governance in the first start;
- Presenting its program strategy to key stakeholders at the first start to provide them with clear project goals, objectives, milestones delivery, and activities to be accomplished within timeframe and budget;
- Clearly identified and defined key stakeholders' tasks in the project implementation;
- Monitoring and evaluation should design in participatory manner – this will enhance ownership of key stakeholders and ensure that they are active in the processes.

**V.2: Civic Engagement Approaches:**

- Bridge builder concept and best practice from other projects such as Local Administrative and Reform\(^1\) Program implemented by Pact Cambodia should be used as a model in designing civic engagement strategy;
- Civic engagement approaches should design in participatory manner and provide orientation to key stakeholders;
- Capacity development on civic engagement approaches should design in a simple way that fits the real capacity of CRT and other concerns;
- Trainings, inter-CRT meetings, workshops, and exposure visits should be organized by capable staff who has enough experience, if necessary, hire consultants to handle this event, particularly trainings;
- Quarterly reflection meeting among CRT members should regularly conduct with participatory manner.

**V.3: Capacity Development Approaches:**

- RCEDO should produce capacity development programs for providing a series of training to commune councils and CBOs members;
- Both targeting and controlling communes should be involved in training sessions;
- Participatory training curriculum should design to fit with capacity of target groups;

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\(^1\) Local Administrative and Reform (LAAR) program have been implemented in 8 provinces from 2006-2010, and has successfully formed Community Mobilizing Committee (CMC) to act as bridge builders in engaging citizens with commune councils to strengthen local good governance.
➤ Trainings, meetings, workshops and exposure visits should organize at least every quarterly basic;
➤ Capacity development reflection workshop should conduct in semester basic with the involvement of key stakeholders such commune councils, CRT members, CBOs, health center staff and district education staff.

V.4: Partnership and Networking:

- RCEDO should partnering with provincial health department as well as with education youth and sport department to ensure effective of capacity development to target groups, particular commune councils continue to use existing networks and other community groups such as CRTs and CBO groups;
- Through partnering with these key technical line department would help RCEDO to provide quality and effectively capacity development support to its target groups;
- RCEDO should networking with other local NGOs who works the same field – this helps to ensure effectively supports and improve its program strategy;
- Networking need to strengthen and keep sharing information each other especially program design, implementation and monitoring.

V.5: Program Governance:

- RCEDO should provide ongoing training to targeting communes to promote awareness of the program strategy, milestone delivery and other respective roles, obligations and functions as citizen’s representative;
- RCEDO should initiate and facilitate inter-communes meeting between target and non-target communes to keep sharing and learning each other;
- Commune councils should continue to apply concepts and tools generated and oriented by RCEDO, especially keep working with CRT, even though RCEDO phase out;
- Commune councils should increase information dissemination to concern institutions, particular CRT and citizens importantly on commune budget and other commute achievements;
- Commune councils should continue to organize public forums with involvement of key stakeholders such health center, primary school representative, CRTs, CBOs and citizens;
- Commune councils should increase in using of commune and village information boards by posting such commune councils meeting calendar, commune financial reports, minute of commune council’s meeting, commune bidding and cost of local contribution, and especially civil registration fees.

V.6: Planning and implementing approaches:

- RCEDO needs to review its existing plans and implements approaches with involvement of key stakeholders such commune councils, health center staff, school principals and CRT;
- To ensure sustainable project implementation commune councils should continue to work with other institutions particular with provincial health department and education youth and sport;
- RCEDO needs to take lead in facilitating commune councils in developing partnership approaches and helps to ensure that CC continue to implement its approaches with other institutions;
Commune councils needs to ensure effective communication between service users and service providers through public forums and other meetings; 
Commune council chiefs should continue to develop its capacity building plan and seeking other partners to support the plan.

VI- Conclusion

The post-project survey on Civic Engagement for Good Local Governance was conduct in 8 communes, where 6 communes are target communes such Tien Kam, Sarong, Ponley, Tapho, Treas and Phkam with other 2 communes as control communes such Chhnour Meanchey and Slakram. There were 172 citizens in both target and control communes has involved in this post-project survey; 31 CBO members in both commune were invited to participate in answering some questions and 33 commune councilors were scheduled for this assessment.

The survey results indicated significant change if compare to pre-project survey only few citizens and CBO members were satisfied with commune administration services, health center service and primary school. The post-project survey clearly illustrated that citizens and CBO members gained awareness and knowledge about their roles in participation in commune planning and decision-making processes and they have the right to demand commune councils and other public service providers to accountable for their actions and decision.

Commune councils in both target and non-target communes are able to explain the principles of good governance and gradually improved their quality services to meet citizen’s expectation and aware that citizens and CBO groups have the right to participate in demanding public service to provide quality services, have the right to questioning public service providers, particular commune councils to answer and explain their concerns. Citizens and CBO members understood the advantage of their participations in local planning processes where they can reinforce commune councils to networking with other sectors in order to mobilize more resources to respond to citizen’s needs.

CBO and CRT members aware about their roles and duties as bridge builders and played an important part in promoting and improving collaboration with other key players such commune councils, health center staff and primary schools where they usually used these institution’s services. Civic engagement for local good governance project and implemented by RCEDO has built concrete foundation for local democratic development that contribute to the implementation of 10 years national program for sub-national democratic development (2010-2019) and the first 3 years implementation plan (IP3 2011-2013) which was clearly stated in Strategic Framework for Decentralization and Deconcentration Reform adopted by Royal Government of Cambodia in June 2005.

RCEDO’s implementation framework provided clearly goal, objectives, milestone delivery, inputs, outputs and outcome of the project with clear indicators for measuring changes. Civic engagement and capacity development strategies lay out effectiveness of RCEDO in managing and handling its project with economically. Exit strategy helps commune councils, CBOs and citizens to strengthen its functions and continues to partnering with health center and primary schools.

Lesson learns from this project not only helps RCEDO to design its project effectively but also
helps health center and primary school particular commune councils to improve their quality services to meet with citizen’s demand.

VII- Appendixes

Appendix 1
Tentative schedule for Post-Project Survey
on
Civic Engagement for Good Local Governance

Target communes (control communes): Chhnor Meancheay and Slakram
General communes: Teinkam, Tapho, Ponley, Phkaom, Saroung and Treass
Target districts: Svay Chek, Phnom Srok and Preahnet Preah

<table>
<thead>
<tr>
<th>Activities</th>
<th>Monday 20th</th>
<th>Tuesday 21st</th>
<th>Wednesday 22nd</th>
<th>Thursday 23rd</th>
<th>Friday 24th</th>
<th>Location/Target</th>
<th>Partners</th>
</tr>
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<tbody>
<tr>
<td>1- Meeting to discuss and agree on target arrangement</td>
<td>8:00am-9:00am</td>
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<td></td>
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<td>2- Field interview with target groups</td>
<td>9:00am-17:00pm</td>
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<td></td>
<td>Chhnour Meancheay</td>
<td>Tienkam</td>
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<tr>
<td>3- Field (in-depth interview)</td>
<td>8:00am-5:00pm</td>
<td>8:00am-5:00pm</td>
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<td></td>
<td></td>
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<td>RCEDO</td>
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<td>- CC: 2prs</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>Tress</td>
<td>Slakram</td>
</tr>
<tr>
<td>- Clerk: 1pr</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Tapho</td>
<td>Phkaom</td>
</tr>
<tr>
<td>- VU: 2pr</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Ponley</td>
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<td>- CBO: 5prs</td>
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<td></td>
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<td>RCEDO</td>
<td></td>
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<tr>
<td>- Citizen: 20prs</td>
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<td>4- Submit first drafted</td>
<td>29th February, 2012</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>RCEDO</td>
<td>Consultant team</td>
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Appendix 2
Questionnaires for Citizens' and CBOs
Level of satisfaction with commune administrative, health centre and primary school services

DEMOGRAPHIC
Who?(male/ female)
Citizen / CBO
Village:
Commune:

SATISFACTION
Commune Council

1- Have you ever attended a CC meeting in the last 12 months? □ Yes □ No

2- Have you ever participated in Commune Investment planning in the last 12 months? □ Yes □ No

3- How satisfied are you with administration services of commune council in the last 12 months?
   □ Highly satisfied □ satisfied □ dissatisfied □ don’t know

4- How satisfied are you with the:
   Commune Council’s resolution or interventions when problem take places? □ Yes □ No
   Commune budget dissemination? □ Yes □ No
   Information dissemination? □ Yes □ No
   Commune administration fees? □ Yes □ No
Do you have any comment to further improve quality services mention above?

Health Centre

5- How satisfied are you with services provided by the health centre in the last 12 months?
   □ Highly satisfied □ satisfied □ dissatisfied □ don’t know □ don’t use

6- Are you satisfied with the:
   Fees? □ Yes □ No
   Opening hours? □ Yes □ No
   Attitude of staff? □ Yes □ No
   Quality of service delivery? □ Yes □ No
Do you have any comment to further improve quality services mention above?

Primary school

7- How satisfied are you with services provided by primary schools in the last 12 months?
   □ Highly satisfied □ satisfied □ dissatisfied □ don’t know □ don’t use

8- Are you satisfied with the:
   Quality of teaching? □ Yes □ No
   Teaching hours? □ Yes □ No
   Teaching materials? □ Yes □ No
   School equipment? □ Yes □ No
KNOWLEDGE AND AWARENESS

Local governance
9- Do you know, how many funding sources did commune councils getting from?
   □ Government
   □ Charities
   □ Powerful man
   □ Donors
   □ Other…………………………………………………………………………………………
   □ Don't know

10- Do you know what kind of development activities are supported by the commune budget?
   □ Construct roads
   □ Construct bridge and culvert
   □ Construct school/ hospital
   □ Other…………………………………………………………………………………………
   □ Don't know

11- Do you know what roles and responsibilities of commune councils in local development?
   □ Know
   □ Don't know

12- What activities that citizens can participate with commune councils?
   □ Planning
   □ Local contribution
   □ Voting
   □ Public forum
   □ Other…………………………………………………………………………………………
   □ Don't know

13- If you have a concern are you able to raise your voice to authorities for improvement?
   □ Yes
   □ No

14- Do you have any comment to further improve quality services mention above?
Appendix 3
Questionnaires for Commune Councils and Village Chiefs on Roles and Responsibilities in Promoting and Strengthening Public Services

Part II: for asking Commune Council and Village Chief

1. Do Commune Councils fulfill their roles and responsibilities?
   - Mostly
   - Partly
   - Not at all
   - Do not know

2. Are monthly commune meetings held regularly?
   - Always
   - Rarely
   - Never
   - Do not know

3. Does your female commune councilor participate in the monthly commune meeting?
   - Takes always part
   - Takes rarely part
   - Takes never part
   - Do not know

4. Is Commune Office hours maintained?
   - Open every day
   - Open irregularly
   - Always closed
   - Do not know

5. Does the Commune Notice Board have up to date information?
   - Always up to date
   - Sometimes up to date
   - Not at all up to date
   - Do not know
6. Is Good Governance at the sub-national level (commune level) able to operate freely?
   □ Yes
   □ No

7. Can citizens organize into committee at sub-national level (commune level)?
   □ Yes
   □ No

8. How often do you receive training from Government and NGOs?
   □ Frequently
   □ Occasionally
   □ Rarely
   □ Never

9. Do you think you gain enough knowledge and skills to fulfill their functions?
   □ Yes
   □ No

10. How do you do to ensure people aware about commune budget?
    □ Monthly meeting
    □ Posting on notice boards
    □ Public announcement
    □ Village chiefs and other commune committees
    □ Other means……………………………………………………………………….

11. Do you think citizens have right to participate in Commune Councils' decision-making?
    □ Yes
    □ No

12. What commune council does to hold accountable to citizens?
    □ Citizen fully participation in commune planning process
    □ Covering all citizens' issues
    □ Focus only on infrastructures
    □ Don't know
Appendix 4
Results of Post-Project Survey
Civic Engagement for Good Local Governance

Part I (A): Questions asking Citizens (for controlling communes)
Sla Kram and Chhnor Meanchey communes
(Numbers of respondents: 40/24female)

SATISFACTION OF COMMUNE COUNCIL
5. How satisfied are you with services provided by the health center in the last 12 months?
- Highly satisfied
- Satisfied
- Dissatisfied
- Don't know
- Don't use

6. Are you satisfied with the health center fees?
- Yes
- No

6.a Are you satisfied with the health center opening hours?
- Yes
- No

6.b Are you satisfied with the attitude of health center staffs?
- Yes
- No

6.c Are you satisfied with the quality of services delivery of health center?
- Yes
- No

SATISFACTION OF HEALTH CENTER

SATISFACTION OF PRIMARY SCHOOL
8. a Are you satisfied with the teaching hours?  
- Yes: 34  
- No: 6

8. b Are you satisfied with the teaching materials?  
- Yes: 33  
- No: 7

8. c Are you satisfied with the school equipment?  
- Yes: 35  
- No: 5

Knowledge and Awareness of Local Governance

9. Do you know, how many funding sources did commune councils getting from?  
- Government: 20  
- Charities: 1  
- Powerful man: 2  
- Donor: 7  
- Other: 2  
- Don't know: 1

10. Do you know what kind of development activities are supported by the commune budget?  
- Construct roads: 30  
- Construct bridge and culvert: 8  
- Construct school/hospital: 8  
- Other: 5  
- Don't know: 1

8. Are you satisfied with the quality of teaching?  
- Yes: 38  
- No: 2
14. Do you have any comment to further improve quality services mentioned above?

- Government should wider disseminate information to citizens and local authorities;
- Service providers should have good moral and code of conduct in their fields;
- Commune councils should seek more NGOs to support in community development;
- Need more capacity development particular on social accountability;
- Commune councils should seek more partners.
Part I (A): Questions asking Citizens (for targeting communes)

Ponley, Tapho, Phkaem, Saroung, Tienkam and Treas communes (132/83 female)

1. Have you ever attended a CC meeting in the last 12 months?

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<tr>
<th></th>
<th>Yes</th>
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<tbody>
<tr>
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2. Have you ever participated in Commune Investment Planning in the last 12 months?

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<tbody>
<tr>
<td>Count</td>
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<td>65</td>
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</tbody>
</table>

Satisfaction of Commune Council

4.a How satisfied are you with the commune council’s resolution or intervention when problem takes place?

<table>
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<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>104</td>
<td>28</td>
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</tbody>
</table>

4.c How satisfied are you with the information dissemination?

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>100</td>
<td>32</td>
</tr>
</tbody>
</table>
5. How satisfied are you with services provided by the health center in the last 12 months?

- Highly satisfied
- Satisfied
- Dissatisfied
- Don't know
- Don't use

SATIFACION OF HEALTH CENTER

3. How satisfied are you with administration services of commune councils in the last 12 months?

- Highly satisfied
- Satisfied
- Dissatisfied
- Don't know
- Don't use

6. Are you satisfied with the health center fees?

- Yes
- No

6.b Are you satisfied with the attitude of health center staffs?

- Yes
- No

6.c Are you satisfied with the quality of services delivery of health center?

- Yes
- No

4.b How satisfied are you with the commune budget dissemination?

- Yes
- No

4.d How satisfied are you with the commune administration fees?

- Yes
- No
SATISFACTION OF PRIMARY SCHOOL

8. a Are you satisfied with the teaching hours?
- Yes
- No

8. b Are you satisfied with the teaching materials?
- Yes
- No

8. c Are you satisfied with the school equipment?
- Yes
- No

8. Are you satisfied with the quality of teaching?
- Yes
- No

Knowledge and Awareness of Local Governance

7. How satisfied are you with services provided by primary school in the last 12 months?
- Highly satisfied
- Satisfied
- Dissatisfied
- Don’t know
- Don’t use

10. Do you know what kind of development activities are supported by the commune budget?
- Construct roads
- Construct bridge and culvert
- Construct school/hospital
- Other
- Don’t know

9. Do you know, how many funding sources did commune councils getting from?
- Government
- Charities
- Powerful man
- Donor
- Other
- Don’t know
13. If you have a concern are you able to raise your voice to authorities for improvement?

- Yes: 121
- Know: 11

14. Do you have any comment to further improve quality services mentioned above?

- CC should follow and respond to citizen’s concerns;
- CC should improve relationship with citizens and more listening to citizens;
- CC should publicly announce about CC budget through posting on information boards or inform citizens during village meetings;
- CC should work with school principal to improve quality of teaching and also teaching hours;
- CC should regularly visit and reach out to citizens, particularly vulnerable groups, widows, orphans, and elders in the villages.

11. Do you know what roles and responsibilities of commune councils in local development?

- Know: 72
- Don’t know: 60

12. What activities that citizens can participate with commune councils?

- Planning: 43
- Local contribution: 38
- Voting: 19
- Public forum: 13
- Other: 3
- Don’t know: 22
dissemination within community and reach out to all citizens not just only for their relatives;
- Government should provide more facilities to commune councils in order to improve CC’s functions such materials, equipment and budget;
- Government should build more health center, particular in remote communes;
- CC should decrease fee for issuing official letters such civil registration fees and should post all service fee on CC’s notice boards;
- CC should build more roads in communes;
- CC should take more action in order to prevent gangster activities in the community;
- Government should increase/build more birth deliver rooms in the existing health center;
- Health center should have night shift staff, because while citizens get serious incident at night there is no health center staff available at night.

Appendix 6
Results of Post-Project Survey

Civic Engagement for Good Local Governance
Part I (B): Questions asking CBOs (for controlling communes)

Sla Kram and Chhnor Meanchey communes (Numbers of respondents: 6/4 female)

SATISFACTION OF COMMUNE COUNCIL

1. Have you ever attended a CC meeting in the last 12 months?
   - Yes
   - No

2. Have you ever participated in Commune Investment Planning in the last 12 months?
   - Yes
   - No

3. How satisfied are you with the commune council’s resolution or intervention when problem take places?
   - Highly satisfied
   - Satisfied
   - Dissatifies
   - Don’t know

4a. Have you ever attended a CC meeting in the last 12 months?
   - Yes
   - No

4b. Have you ever participated in Commune Investment Planning in the last 12 months?
   - Yes
   - No

4c. How satisfied are you with the commune council’s resolution or intervention when problem take places?
   - Highly satisfied
   - Satisfied
   - Dissatifies
   - Don’t know
SATISFACTION OF HEALTH CENTER

6. Are you satisfied with the health center fees?
- Yes: 6
- No: 0

6.b Are you satisfied with the attitude of health center staffs?
- Yes: 6
- No: 0

SATISFACTION OF PRIMARY SCHOOL

4.b How satisfied are you with the commune budget dissemination?
- Yes: 2
- No: 4

4.c How satisfied are you with the information dissemination?
- Yes: 2
- No: 4

4.d How satisfied are you with the commune administration fees?
- Yes: 5
- No: 1
SATISFACTION OF PRIMARY SCHOOL

8. a Are you satisfied with the teaching hours?
- Yes
- No

8. b Are you satisfied with the teaching materials?
- Yes
- No

8. c Are you satisfied with the school equipment?
- Yes
- No

6.a Are you satisfied with the health center opening hours?
- Yes
- No

9. Do you know, how many funding sources did commune councils getting from?
- Government
- Charities
- Powerful man
- Donor
- Other
- Don’t know

10. Do you know what kind of development activities are supported by the commune budget?
- Construct roads
- Construct bridge and culvert
- Construct school/hospital
- Other
- Don’t know

7. How satisfied are you with services provided by primary school in the last 12 months?
- Highly satisfied
- Satisfied
- Dissatisfied
- Don’t know
- Don’t use

8. Are you satisfied with the quality of teaching?
- Yes
- No
13. If you have a concern are you able to raise your voice to authorities for improvement?

14. Do you have any comment to further improve quality services mentioned above?
organized by NGOs or line departments in order to increase our knowledge.

Appendix 7

Results of Post-Project Survey
Civic Engagement for Good Local Governance

Part I (A): Questions asking CBOs (for targeting communes)
Tapho, Phkam, Tienkam, Saroung, Ponley and Treass (Numbers of respondents: 25/17female)

SATISFACTION OF COMMUNE COUNCIL
6. Are you satisfied with the health center fees?
- Yes
- No

6.a Are you satisfied with the health center opening hours?
- Yes
- No

6.b Are you satisfied with the attitude of health center staffs?
- Yes
- No

6.c Are you satisfied with the quality of services delivery of health center?
- Yes
- No

4.b How satisfied are you with the commune budget dissemination?
- Yes
- No

4.c How satisfied are you with the information dissemination?
- Yes
- No

4.d How satisfied are you with the commune administration fees?
- Yes
- No
8. a Are you satisfied with the teaching hours?

8. b Are you satisfied with the teaching materials?

8. c Are you satisfied with the school equipment?

SATISFACTION OF PRIMARY SCHOOL

7. How satisfied are you with services provided by primary school in the last 12 months?

KNOWLEDGE AND AWARENESS OF LOCAL GOVERNANCE
1. Do commune councils fulfill their roles and responsibilities?
- Mostly: 13
- Partly: 8
- Not at all: 0
- Don't know: 0

2. Are monthly commune meetings held regularly?
- Always: 17
- Rarely: 4
- Never: 0
- Don't know: 0

9. Do you know how many funding sources did commune councils get from?
- Government: 9
- Charities: 1
- Powerful man: 0
- Donor: 3
- Other: 0
- Don't know: 0

10. Do you know what kind of development activities are supported by the commune budget?
- Construct roads: 21
- Construct bridge and culvert: 2
- Construct school/hospital: 1
- Other: 0
- Don't know: 0

Planning: 20
Local contribution: 5
Voting: 0
Public forum: 0

Appendix 8
Part II (A): Questions for Commune Councils and Village Chiefs (Targeting Communes)
1) Tien Kam, 2) Tapho, 3) Phkaom, 4) Saroung, 5) Ponley and 6) Treas Communes
Numbers of respondent: 21 persons/female 0
1. Does your female commune councilor participate in the monthly commune meeting?

- Always
- Rarely
- Never
- Don't know

2. Is commune office hours maintained?

- Always open
- Open irregularly
- Always closed
- Don't know

3. Is good governance at the sub-national level (commune level) able to operate freely?

- Yes
- No
- Don't know

4. How often do you receive training from government and NGOs?

- Frequently
- Occasionally
- Rarely
- Don't know

5. Can citizens organize into committee at sub-national level (commune level)?

- Yes
- No

6. How often do you receive training from government and NGOs?

- Frequently
- Occasionally
- Rarely
- Don't know

7. Can citizens organize into committee at sub-national level (commune level)?

- Yes
- No

8. How often do you receive training from government and NGOs?

- Frequently
- Occasionally
- Rarely
- Don't know

9. Do you think you gain enough knowledge and skills to fulfill their functions?

- Yes
- No

10. How do you do to ensure people aware about commune budget?

- Monthly meeting
- Posting on notice boards
- Public announcement
- Village chiefs and other commune committees
- Other means
*Comments:

- Only commune clerks who always come to commune office regularly;
- Even thought, they used to receive trainings but it is not enough to handle their functions and they needs to learn more: 1) administrative management, 2) conflict resolution, 3) facilitation skill, 4) CS project implementation, and refresh training on CIP.
- Mostly commune offices regular open only single morning (mostly at the morning);
- Recently, citizens are freely to organize any community groups such saving groups, rice bank, cow bank and Help Age Association, commune research team and animal raising groups;
- Ordinary citizens never participated or invited by commune councils to attend commune council’s monthly meetings, they used to participate in meeting mostly at village levels;
- Commune councils should further seek more partners, especially NGOs to help in
Appendix 9
Part II (A): Questions for Commune Councils and Village Chiefs (Controlling Communes)
1) Chhnour Meanchey and 2) Slakram Communes

Numbers of respondent: 11/1 female
1. Do commune councils fulfill their roles and responsibilities? 
- Mostly: 3
- Partly: 8
- Not at all: 0
- Do not know: 0

2. Are monthly commune meetings held regularly? 
- Always: 11
- Rarely: 0
- Never: 0
- Do not know: 0

3. Does your female commune councilor participate in the monthly commune meeting? 
- Takes always part: 11
- Takes rarely part: 0
- Takes never part: 0
- Do not know: 0

4. Is commune office hours maintained? 
- Operates every day: 5
- Open irregularly: 6
- Always closed: 0
- Do not know: 0

5. Does the commune notice board have up to date information? 
- Always up to date: 11
- Sometimes up to date: 0
- Not at all up to date: 0
- Do not know: 0

6. Is good governance at the sub-national level (commune level) able to operate freely? 
- Yes: 11
- No: 0
7. Can citizens organize into committee at sub-national level (commune level)?

- Yes: 11
- No: 0

8. How often do you receive training from government and NGOs?

- Frequently: 7
- Occasionally: 4
- Rarely: 0
- Never: 0

9. Do you think you gain enough knowledge and skills to fulfill their functions?

- Yes: 8
- No: 3

10. How do you do to ensure people aware about commune budget?

- Monthly meeting: 3
- Posting on notice boards: 4
- Public announcement: 4
- Village chiefs and other commune committees: 0
- Other means: 0

11. Do you think citizens have right to participate in commune council's decision-making?

- Yes: 11
- No: 0

12. What commune councils does to hold accountable to citizens?

- Citizen fully participation in commune planning process: 5
- Covering all citizen's issues: 0
- Focus only on infrastructures: 0
- Don't know: 6
* Comments:

- Most commune councils regularly conducted their monthly meetings, but the date always postpone or delay 2-5 days;
- Female councilors always took part in CC’s monthly meeting and frequently raised issues related to women and children that happened at village levels;
- Most commune councils used to attend many training organized by SEILA, PLG, PSDD, NCDD and NGOs on Good Governance, Decentralization and Deconcentration, unfortunately, they don’t remember principles of Good Governance, even they can recall but they are not able to explain and translate the principles into practices;
- Commune councils should maintain its neutrality in solving citizen’s conflict, particular neighbor argument or domestic violence;
- Commune councils should increase information dissemination to citizens especially commune budget, administrative fee – civil registration fees;
- Commune councils should use commune hall as its own office not used their home as local administrative office.