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Implementation Status & Results
Cambodia
Demand for Good Governance Project (P101156)

Operation Name: Demand for Good Governance Project (P101156) Project Stage: Implementation Seq.No: 4 Status: ARCHIVED Archive Date:

Country: Cambodia Approval FY: 2009

Product Line: IBRD/IDA Region: EAST ASIA AND PACIFIC Lending Instrument: Specific Investment Loan

Implementing Agency(ies): Ministry of Interior, National Committee for Democratic Development (NCDD), The Asia Foundation (TAF), Arbitration Council Foundation (ACF)

Key Dates

Board Approval Date	02-Dec-2008	Original Closing Date	31-Mar-2013	Planned Mid Term Review Date	01-Jun-2011	Last Archived ISR Date	02-Jan-2011
Effectiveness Date	24-Jun-2009	Revised Closing Date	31-Mar-2013	Actual Mid Term Review Date	06-Jun-2011		

Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The development objective of the proposed project is to enhance the demand for good governance (DFGG) in priority reform areas by strengthening institutions, supporting partnerships, and sharing lessons.

Has the Project Development Objective been changed since Board Approval of the Project?

○ Yes ◉ No

Component(s)

Component Name	Component Cost
Support to State Institutions	9.50
Support to Non State Institutions	4.60
Coordination and Learning	3.60

Overall Ratings

	Previous Rating	Current Rating
Progress towards achievement of PDO	Moderately Satisfactory	Moderately Satisfactory
Overall Implementation Progress (IP)	Moderately Satisfactory	Moderately Satisfactory
Overall Risk Rating		Substantial

Implementation Status Overview

Progress toward achieving development objective is moderately satisfactory. The One Window Service Office (OWSO) sub-component has now established seven new offices (nine total) with aggregated revenue streams significantly higher than anticipated, all deliveringservices with a new level of transparency; another nine offices are near completion. Recent steps have illustrated strong government ownership and triggered efforts to institutionalize the OWSO initiative and move toward a strategy for post-project sustainability. The Arbitration Council component has well surpassed targets (325 cases being handled; 70 resolved) consolidating its position as a credible mediator. The Non-State Actors sub-component is providing over 30 grants to NGOs, and grantees are now implementing a range of social accountability activities in the field, with impacts becoming visible in

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participating communes. Another set of grants should be awarded by the end of 2011. Through the Restructuring approved on October 14, 2011, the sub-components related to Radio National Kampuchea (RNK) and to the Ministry of National Assembly, Senate Relations and Inspection (MONASRI) were discontinued following agreement that the two components were not contributing to the achievement of the DFGG PDO. Funds were reallocated to better functioning components and the results framework has been amended as shown below.

Locations

Country	First Administrative Division	Location	Planned	Actual
Cambodia	Krong Phnum Penh	Phnom Penh		
Cambodia	Not Entered	Kingdom of Cambodia		

Results

Project Development Objective Indicators

Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
1.1: % of union and employer organization leaders and representatives aware of the Arbitration Council and labor arbitration process .	☐	Percentage	Value	41.00	41.00	45.00
			Date	01-Jul-2010	01-Jul-2010	31-Mar-2013
			Comments			
1.2: % of citizens aware of and understanding services provided by OWSO, and DO (once established) in targeted districts.	☐	Percentage	Value			
			Date			31-Mar-2013
			Comments		Information to be provided by mid-line instrument, early 2012.	Target = baseline + 10%
and reporting positive results on governance.	☐	Percentage	Value			
		Sub Type Supplemental	Date			
			Comments			
1.3 % of citizens (in target areas) aware of and understanding non-state actors facilitation of social accountability	☐	Percentage	Value			70.00
			Date	31-Mar-2009	31-Oct-2011	31-Mar-2013
			Comments	new indicator	Midline evaluation TAF.	Endline evaluation TAF.
2.1: Number of labor dispute cases handled by Arbitration Council (cumulative)	☐	Number	Value	148.00	325.00	
			Date	31-Dec-2009	30-Jun-2011	31-Mar-2013
			Comments		Cumulative	Target = Actual value
of which percentage resolved (cumulative).	☐	Percentage	Value	68.00	70.00	

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Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
		Sub Type Supplemental	Date			
			Comments			
2.2: % of union and employer group representatives and other stakeholders that report a high confidence in the independence, credibility and effectiveness of the AC.	☐	Percentage	Value	72.00	72.00	76.00
			Date	01-Jul-2010	30-Jun-2011	31-Mar-2013
			Comments			
2.3: Number of local disputes or complaints received and mediated by DOs (citizens offices) across all target districts,	☐	Number	Value	59.00	88.00	
			Date	31-Dec-2008	30-Jun-2011	31-Mar-2013
			Comments		This indicator provides information on the use of the DO as a complaints handling system. It is a problematic indicator in so much as it is not possible to attribute an increase as more problems, or more confidence in the complaints handling system. Hence actual values are now tracked with no targets.	Target = actual value
of which percentage resolved.	☐	Percentage	Value	90.00	100.00	
		Sub Type Supplemental	Date			
			Comments			
2.4: % of DO clients who report a high confidence in the independence, credibility and effectiveness of the district complaints handling system.	☐	Percentage	Value	0.00		
			Date	31-Mar-2009	31-Oct-2011	31-Mar-2013
			Comments		Unknown. The effectiveness of the DO is being assessed through the DO/AWG alignment study due end 2012. The DO is also included in the quantitative OWSO midline survey.	Target = baseline + 10%

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3.1: Number of citizen service delivery transactions completed in OWSOs across targeted districts.	☐	Number	Value	38434.00	83370.00	124000.00
			Date	31-Mar-2009	31-Oct-2011	31-Mar-2013
			Comments		No. of transactions varies significantly across OWSOs; cumulative data is encouraging. Efforts to disaggregate data are underway.	
3.2: % of clients/local elected officials satisfied with quality of services provided at OWSOs across targeted districts.	☐	Percentage	Value	0.00	90.00	100.00
			Date	31-Mar-2009	31-Oct-2011	31-Mar-2013
			Comments	Revised with greater targeting of NSAC activity.	OWSO mid-line evaluation will provide mid-term value for existing OWSOs and baseline values for upcoming OWSO locations. Qualitative assessments of this indicator are 90% positive.	Target = 10% increase on baseline.
3.3 Project activities trigger changes in policy or practice that enhance transparency, accountability and civil society partnerships in participating SIs	☐	Text	Value			
			Date		31-Oct-2011	31-Mar-2013
			Comments	revised	Original indicator revised to assist IAs to develop better understanding of which policy and practices are developing as a result of NSAC social accountability activity.	Qualitative mid and end evaluation by TAF and PCO.
4.1: Number of SIs / local authorities and service delivery agencies whose performance is monitored through social accountability activities under the project.	☐	Number	Value	1.00	29.00	40.00
			Date	31-Mar-2009	31-Oct-2011	31-Mar-2013
			Comments		30 grants currently being implemented in NSAC component; and mostly engaging with local government agents.	end target value dependent on the quantity and value of grants.

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4.2: % of SIs monitored under the project for which monitoring is determined to have a positive impact on SI performance.	☐	Percentage	Value	0.00	70.00	70.00
			Date	31-Mar-2009	31-Oct-2011	31-Mar-2013
			Comments		Assessment to be provided through midline evaluation of NSAC activity. Some very successful monitoring in place at present.	
4.3: % of OWSO clients who report paying unofficial fees.	☐	Percentage	Value			0.00
			Date	31-Mar-2009	31-Oct-2011	31-Mar-2013
			Comments	Baseline % of clients reporting paying unofficial fees based on payments made to Line Ministries prior to establishment of OWSO approach.	The number of cases of unofficial fees currently being reported is only a small % of total no. of transactions. reliable quantitative data not available under OWSO mid-line survey complete in early 2012.	
4.3 (a): % of AC clients who report paying unofficial fees.	☐	Percentage	Value	0.00	0.00	0.00
			Date	30-Mar-2009	31-Oct-2011	31-Mar-2013
			Comments	No baseline information available.	No reports of unofficial payments to date.	

Intermediate Results Indicators

Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
IO1.1: % of Arbitration Council awards considered to be of satisfactory quality or better.	☐	Percentage	Value	79.00	79.00	85.00
			Date	01-Jun-2011	30-Jun-2011	31-Mar-2013
			Comments			
IO1.2: Revenue generated through tri-partite contributions by AC as % of operating costs	☐	Amount(USD)	Value	0.00	7.00	15.00
			Date	31-Dec-2008	30-Jun-2011	31-Mar-2013
			Comments			
IO1.3: Number of line agencies/service delivery functions assigned to OWSOs.	☐	Number	Value	5.00	7.00	9.00
			Date	30-Jun-2008	30-Jun-2011	31-Mar-2013

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Indicator Name	Core	Unit of Measure		Baseline	Current	End Target
			Comments		7 line ministries have assigned functions to OWSOs in 18 district offices. Assignments from Health and Education are pending. Assignments to another 18 districts are planned.	
IO1.4: Reduced cost and time taken for processing OWSO transactions (cf. line agency service standards).	☐	Percentage	Value			
			Date			31-Mar-2013
			Comments	No data currently available.	Mid-line evaluation will select a no. of key transactions and monitor time taken for processing. Operating costs per transactions vary significantly across OWSOs.	Target = 50% < baseline
IO1.5: Average cost recovery ratio (in %) of OWSOs (i.e., service fee revenue as proportion of operating costs)	☐	Percentage	Value	50.00	150.00	100.00
			Date	31-Mar-2009	30-Jun-2011	31-Mar-2013
			Comments		this data is skewed by the vast difference in the operating costs and revenues of new and well established OWSOs; as well as location of OWSO. Operating revenues do not currently included POC.	sustainability strategy will refine the data being provided for this calculation.
IO1.6: Steps taken to integrate district complaints mechanism (DO) in IP3 sub-national accountability system.	☐	Text	Value		DO/AWG study ToR completed and approved.	Agreed sub-national CHM in place by project end.
			Date		31-Oct-2011	31-Mar-2013
			Comments	new indicator.		

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IO2.1: Increase in social accountability related knowledge, skills, and capacity to implement of in participating NSAs.	☐	Text	Value			
			Date	31-Mar-2009	31-Oct-2011	31-Mar-2013
			Comments	Revised indicator. self assessment of SAc skills no longer measured.	30 NGOs currently learning through implementation. Capacity building efforts stepped up through Learning Program. GMC reports that the latest round of grant applications is of higher quality than last year.	Qualitative targets to be agreed in midline NSAC evaluation.
IO2.2: % of citizens reporting that engagement in decision making processes of communes / local service delivery agents (clinics, schools, communes / districts) has been enhanced through subprojects.	☐	Percentage	Value	0.00		90.00
			Date	31-Mar-2009	31-Oct-2011	31-Mar-2013
			Comments	New indicator.	Not yet measured. Data to be collected during midline NSAC evaluation. Increase on baseline TBC.	
IO2.3: % of NSAC sub-grantees whose sub-projects reflect good practice in social accountability design and implementation.	☐	Percentage	Value	0.00		80.00
			Date	31-Mar-2009	31-Oct-2011	31-Mar-2013
			Comments	New indicator.	Not yet measured. Data to be collected during midline NSAC evaluation. It is likey that good practice in design will be a very high % as the % of proposals received to those funded is 20%. The Grant Making Committee is able to select from high standard proposals. This measure will therefore more likely focus on the quality of implementation. Midline evaluation	Endline evaluation.
IO3.1: MOI, through PCO, plans and establishes a resource centre for good governance and provides learning services in collaboration with technical support from TAF/ ACF/OWSO.	☐	Text	Value	No	In progress, positive steps in place.	Yes
			Date	31-Aug-2011	31-Oct-2011	31-Mar-2013
			Comments	New indicator.	Thematic learning events planned for next quarter. Training plan and agreement re technical support in place.	

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IO3.2: Local social accountability community of practice including a cadre of trainers, networks, who are able to undertake ongoing training and capacity-building in the area of SAc.	☐	Text	Value			
			Date		29-Feb-2012	31-Mar-2013
			Comments	Revised indicator.	Midline TAF evaluation	Endline TAF and PCO evaluations
IO3.3: Lessons (cases, reports, studies) and experiences from within the project are documented, and used in training and capacity building programs	☐	Text	Value			
			Date		31-Oct-2011	31-Mar-2013
			Comments		Ad hoc reports available; lessons being adopted in learning program.	Endline TAF and PCO evaluations.
IO3.4: % of participants in Learning (3B) events given rating as meeting participant needs	☐	Percentage	Value			80.00
			Date			31-Mar-2013
			Comments		Not yet due. will be monitored on a monthly basis from November 2011.	
IO3.5: Increased trust and constructive engagement between NSAs and government agencies.	☐	Text	Value	Low	Overall activities suggest an improvement, though there is significant caution by NGOs due to NGO law.	
			Date	31-Mar-2009	30-Jun-2011	31-Mar-2013
			Comments		Positive developments at local level between commune councils and NSAs, as the benefits of monitoring are taken up by councils. National level efforts in Learning Program. MONASRI was unable to establish process for constructive engagement.	Endline evaluations by TAF and PCO
IO3.6: Positive evaluation of the contribution of partnerships to the project development objective.	☐	Text	Value			
			Date			31-Mar-2013
			Comments	Revised indicator.	The "counting" of partnerships has been substituted with reporting on a few key partnerships. Focus is now on quality of engagement.	Endline evaluations by TAF and PCO

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Data on Financial Performance (as of 28-Oct-2011)

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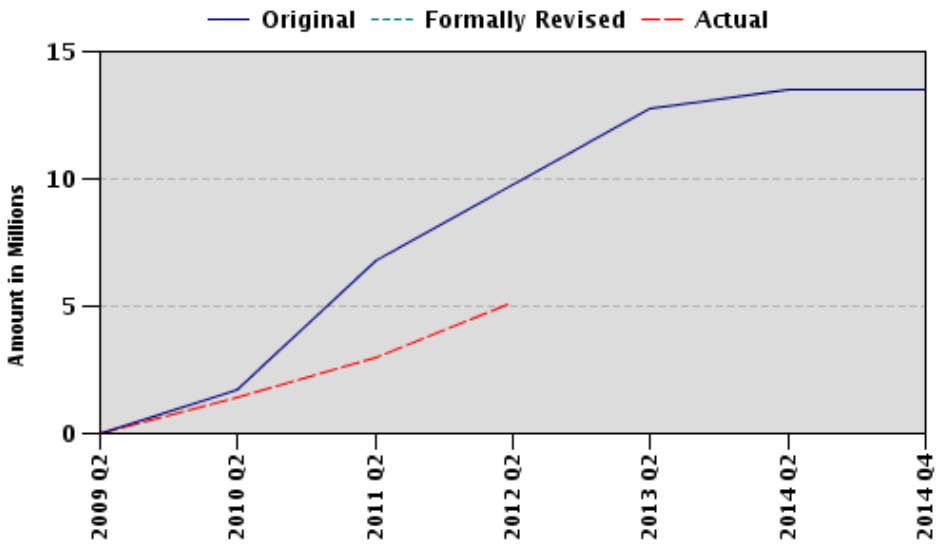
Financial Agreement(s) Key Dates

Project	Loan No.	Status	Approval Date	Signing Date	Effectiveness Date	Closing Date
P101156	IDA-H4410	Effective	02-Dec-2008	14-Jan-2009	24-Jun-2009	31-Mar-2013

Disbursements (in Millions)

Project	Loan No.	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	% Disbursed
P101156	IDA-H4410	Effective	XDR	12.80	12.80	0.00	5.12	7.68	40.00

Disbursement Graph



Key Decisions Regarding Implementation

Following the Mid Term Review in June 2011, funding to RNK and MONASRI sub-components was discontinued, and the undisbursed funds, as well as previously unallocated funds, were reallocated to the remaining components.

Restructuring History

Level two Approved on 19-Dec-2010, Level two Approved on 14-Oct-2011

Related Projects

There are no related projects.

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