

Annexures

Annex 1: Study TOR and how they were addressed by the Study Team

a) Terms of Reference (Core Team) (as of 13 December 2005)

1. Background: Democratic Development

In June 2005 the Royal Government adopted the *Strategic Framework on Decentralization and Deconcentration*. This major policy document proposes the restructuring and reformation of all the current levels of sub-national administration. These levels consist of provinces, municipalities, districts, khan, communes and sangkat. There will also be corresponding adjustments to the national administration. Organic laws to implement the D&D policy are presently being drafted under the guidance of an Inter-Ministerial Committee (IMC) and an IMC Task Force.

The essential purpose of this restructuring and reformation is to establish and promote democratic development at all sub-national levels. Democratic development implies that elected councils and appointed governors at sub-national levels will, as far as possible, have the ability and capacity (1) to determine local needs, (2) to make local choices and select local priority services and infrastructure, and (3) to implement their local decisions. It also means they need to be accountable to their local communities. These sub-national councils and appointed governors must not simply deliver programs, services and infrastructure, but also involve and stimulate the social and political capital of their communities.

The two main mechanisms or processes for achieving these objectives are decentralization and deconcentration. The objective of the present policy is to administer the function or power as close as possible to the people who are affected, and to encourage local participation, choice and accountability.

The process of sub-national reformation and national adjustment is extremely comprehensive, complex and sensitive. It will have to be phased, implemented and protected over quite a substantial period of time. In addition, it is inherently dynamic. All processes and support mechanisms (including donor support) should therefore be sustainable, and will require a high degree of flexibility and adaptability.

The Royal Government desires and expects that the donor community will contribute towards the promotion and establishment of democratic development in this changing environment with even greater and more effective understanding and support.

The Independent Study

Following the approval by the Council of Ministers of the Strategic Framework For Decentralization and Deconcentration in June 2005, the Deputy Prime Minister and Co-Minister of Interior, H.E. Sar Kheng informed donors that in exercising its responsibilities, the Ministry must have an authoritative understanding and choice of options for best ensuring the sustainable support of all donors for the implementation of the Organic Laws and for the long-term development of the D&D policy. This includes the mobilization, application and management of donor funding and other support. Accordingly the Ministry of Interior - through the IMC Task Force – would commission an independent study of these issues by international experts who will report to the IMC Task Force. The study, in the purpose of identifying approaches for further implementation, would cover a comparative review of donor support for decentralization and deconcentration generally, including all funding programs; institutional arrangements for funding; and funding mechanisms, and SEILA.

In September 2005, GTZ was appointed by arrangement between the Chairperson of the IMC Task Force and the Federal Republic of Germany to facilitate the organization and conduct of the review. General Terms of Reference for the study and a tentative schedule envisaging its

implementation between November 2005 until March 2006 were circulated by letter of the MOI dated 31 October 2005. The review will be undertaken in close cooperation with the key stakeholders of the Royal Government and the donor community. Several donor agencies have expressed their willingness to sponsor assignments and events conducted in the context of the study. The German Government will provide overall management support and facilitation through GTZ (German Technical Cooperation).

2. General Terms of Reference Applicable to All Consultants

The study will be undertaken against the wider background, intentions and needs of the *Strategic Framework for Decentralization and Deconcentration*, and conducted within the context of the policy of sub-national democratic development as envisioned for Cambodia. The study will be undertaken under the guidance of the IMC Task Force in close cooperation with the donor community.

The study is expected to identify appropriate national and international donor practices, modalities, and implementation mechanisms which are appropriate to the policy context described above and which can ensure (1) that all policies for developing and implementing democratic development at sub-national level remain in the ownership of the designated governmental authority, and (2) that there is no division or duality of ownership or responsibility, except as required by the D&D policy and expressly provided by Organic Laws.

The study is expected to provide a broad comparative review of donor funding and donor support for decentralization and deconcentration, including specific and general donor funding programs, institutional arrangements for donor funding and funding mechanisms, and SEILA.

Consistent with the policy of democratic development and local autonomy, the study is expected to lay out options for donor support that are responsive to national and local development needs, and that encourage active participation by the new sub-national governmental authorities in the choice, implementation, monitoring, and local accountability for a comprehensive range of programs, services and infrastructure.

The study should also recommend appropriate fiscal procedures and mechanisms to ensure transparency, monitoring and accountability to safeguard donor funding.

In order to achieve democratic development, the Government has to make crucial policy decisions regarding the assignment or delegation of appropriate functions, powers and duties to the sub-national levels, the establishment of a unified administration at sub-national levels, the allocation of corresponding human resources, the implementation of capacity building programs to administer these political and administrative responsibilities, and positive fiscal decentralization and fiscal deconcentration measures to ensure that adequate local and other revenues support comprehensive local development. In order to make informed decisions on these issues, the Ministry of Interior and the IMC Task Force must be able to analyse and develop appropriate policy options. The study must include and recommend donor support modalities and mechanisms that can be applied towards meeting these broad policy support needs in general.

Appropriate coordination between donors, and effective and efficient mechanisms for donor-government consultation and cooperation are crucial for achieving the described policy objectives. The study must therefore take into account the establishment on 25 November 2005 of the Technical Working Group for D&D and may further develop the broad intentions of the December 2004 Declaration on Harmonization and Alignment that was signed between the government and the development partners.

3. Specific Terms of Reference for All Consultants

A. For the Coordinator/ Team Leader

In addition to the general terms of reference set out above, the coordinator and team leader must:

- Ensure that the study and all work is conducted and completed in accordance with these general and specific terms of reference, and any other requirements, under the policy guidance and authority of the IMC Task Force.
- Prepare a broad overview of constitutional responsibilities and structures of RGC ministries and agencies that are relevant to the formulation and implementation of D&D policies.
- Based on the results of this overview, identify any principal factors that currently impede the most effective and efficient use of donor funding and support; or that are likely to impede the most effective and efficient use of donor funding and support for D&D; and make suitable recommendations.
- Identify issues regarding donor support for sub-national government that may need to be stipulated in the Organic Laws.
- Guide, manage and review the activities and work of the study team.
- Explore options for conducting an international workshop to present and compare lessons learnt regarding modalities and mechanisms of donor support to national D&D programs.
- Act as principal contact for the IMC Task Force on all matters pertaining to the study.
- Work with the Donor Advisory Group and liaise as required for the purpose of the study with other donor agencies providing support to the RGC's decentralization and deconcentration program.
- Represent the study team when required in meetings and discussions.
- Prepare and present interim and final findings, recommendations and reports of the study team to the IMC Task Force and the donor community through the IMC Task Force.
- Undertake additional or supplementary studies in this field that may be requested by the IMC Task Force.

The Task Force will provide more detailed guidance on substantial and technical issues at the beginning of the consultancy. The Coordinator/Team Leader will be appointed by the IMC Task Force and will report to the Chairman of the IMC Task Force. The Chairman of the IMC Task Force will provide overall policy guidance and guidelines.

B. For the Consultancy on Funding Mechanisms/ Financial Support

In addition to the general terms of reference set out above, this consultancy will:

- Provide a broad comparative international overview of donor funding and support mechanisms for decentralization and deconcentration programs.
- Review mechanisms and procedures presently used by donor-supported programs in Cambodia to provide funds to sub-national levels of administration and to the commune level, including (but not limited to) the Commune Development Fund, and funding and financial management systems applied by the SEILA program.
- Assess and recommend changes or modifications to these mechanisms, procedures and systems; or recommend alternative mechanisms, procedures, systems and other options that the Government could utilize in order to accommodate the *Strategic Framework for Decentralization and Deconcentration*, the further development of the D&D policy, and any constitutional or legal requirements of Organic Laws.
- Recommend appropriate fiscal procedures, transparency, monitoring and accountability mechanisms for donor funding that (1) are consistent with democratic development (including

fiscal decentralization and deconcentration), (2) accord with international good practice, and (3) adequately safeguard donor funding.

- Identify any differences between donor support mechanisms, procedures, and systems for decentralization and for deconcentration, and the implications of any such differences.
- Identify and outline donor internal policies and principles which might favor or exclude certain funding mechanisms and procedures.
- Identify issues regarding the provision of donor funding for sub-national government that may need to be stipulated in the Organic Laws.
- Undertake additional or supplementary studies in this field that may be requested by the IMC Task Force.
- Present interim and final findings and recommendations on these terms of reference.

The Task Force will provide more detailed guidance on substantial and technical issues at the beginning of the consultancy. The consultant will be appointed by the IMC Task Force, and will report to the IMC Task Force through the GTZ Coordinator/Teamleader. Overall policy guidance will be provided by the Chairman of the IMC Task Force.

C. For the Consultancy on Implementation Mechanisms and Modes of Delivery¹⁵⁵

In addition to the general terms of reference set out above, this consultancy is expected to:

Provide a broad international comparative overview of implementation mechanisms used in the context of providing donor-support to decentralization and deconcentration programs.

- Review and broadly describe implementation mechanisms and procedures presently used by donor programs in Cambodia to support D&D at national and at sub-national levels of administration and the commune level, including systems applied by or through the SEILA program.
- Assess and recommend changes or modifications to these mechanisms, procedures and systems; or recommend alternative mechanisms, procedures, systems and other options that the Government could utilize in order to accommodate the *Strategic Framework for Decentralization and Deconcentration*, the further development of the D&D policy, and any constitutional or legal requirements of Organic Laws.
- Identify any differences between donor support mechanisms, procedures, and systems for decentralization and for deconcentration, and the implications of any such differences.
- Identify and outline donor internal policies and principles which might favor or exclude certain funding mechanisms and procedures.
- Identify issues regarding implementation mechanisms of donor support for sub-national government that may need to be stipulated in the Organic Laws.
- Undertake additional or supplementary studies in this field that may be requested by the IMC Task Force.
- Prepare interim and final findings and recommendations on the terms of reference.

The Task Force will provide more detailed guidance on substantial and technical issues at the beginning of the consultancy. The consultant will be appointed by the IMC Task Force and will report to the IMC Task Force through the GTZ Coordinator/Teamleader. Overall policy guidance will be provided by the Chairman of the IMC Task Force.

¹⁵⁵This consultancy was not carried out, see Section A.4.

b) How the terms were addressed by the Study Team

The Study Team has addressed the issues raised in the TOR as follows:

a) The General Context

Formulation of the TOR: *“The study will be undertaken against the wider background, intentions and needs of the Strategic Framework for Decentralization and Deconcentration, and conducted within the context of the policy of sub-national democratic development as envisioned for Cambodia.”*

We understand that the policy vision and objectives of the June 2005 Strategic Framework (SF) are fundamental for the task at hand. We have taken note of the two major goals of the intended policy reforms, i.e. “to strengthen and expand local democracy” and “to promote local development and to reduce poverty”. Until the time the organic laws on the management of the provincial and district administration have been approved by the legislature, the SF remains the main policy reference and has been used extensively as the basis for developing our proposals for future donor modalities. In conducting the study, we have furthermore made use of related policy statements by the Deputy Prime Minister/Minister of Interior, and of other statements of Government officials elaborating on the concept of “democratic development”.

We reflect the twin objectives of the intended policy reforms in the two dimensions of “local governance” and “local development”, which have guided our assessment of existing donor support modalities (see Figure A.1). We have developed a so-called “accountability map” (see Figure C.1) to illustrate four forms of accountability; in this map, “primary accountability”, i.e. accountability between elected leaders and their communities, becomes the main criteria to assess modalities pertaining to their impact on the objective of “local democracy”. We use seven policy principles (see Table B.2) culled from policy documents and policy statements as basis for examining and comparing existing donor modalities, and for constructing and assessing different options for the future. We have used the D&D SF and related policy statements as the basis for developing an outline of the reform implementation (see Section D. 2) for which donor resources will need to be provided, however *we are fully aware that this outline needs to be revisited once the organic laws have been approved and once an authoritative implementation strategy has been endorsed by the Government.*

b) Thematic issues

Formulation of the TOR: *“1. Identification of appropriate national and international donor practices, modalities, and implementation mechanisms ...which can ensure ...the ownership of the designated governmental authority (no division or duality of ownership).”*

The international debate on aid effectiveness during the last few years has re-emphasised the need for government ownership regarding the use and management of external resources. This is reflected in the RGC's Action Plan on Aid Effectiveness (March 2006), which has been another document providing guidance for developing options of donor modalities (see Section D.1). In the context of D&D reform, we interpret the formulation “ownership of the designated governmental authority” in such a way that donor modalities have to reflect the assignment of functions to sub-national entities, in other words donor modalities are “appropriate” if they take into account the specific roles for regulation and service delivery of each level of government (commune, district, province, national).

We have dealt with the issue of “ownership” as follows: (1) using illustrations from

several case studies, we make observations how the observed donor modalities impact on the various forms of accountability (Section C). In particular, we investigate how commune councillors have influence and decision-making authority on the use of external resources, this being for us a key indicator for “ownership”. This issue is furthermore one of the policy principles used to assess three options for donor resourcing of sub-national authorities (Section D.3.3).

Formulation of the TOR: “2. *A broad comparative review of donor funding and donor support for decentralization and deconcentration, including specific and general donor funding programs, institutional arrangements for donor funding and funding mechanisms, and SEILA.*”

Our observations and findings in Section C make use of a wide range of donor-supported activities in Cambodia. We compare their impact on accountability and assess them against the policy principles developed earlier (see Table B.2). Donor activities selected for this comparison include different types of donors (bilateral/multilateral, lending institutions), different types of assistance (free-standing technical cooperation, project investment assistance, or combinations of both), different levels of implementation (sub-national, national, combination of both), and different implementation modalities (stand-alone, pooled efforts). In making recommendations and illustrating various options for donor modalities (see Section D), we also refer to international cases and lessons learnt.

In our understanding, this study is not about the Seila program but addresses issues related to Seila as one example of Government-donor cooperation in D&D. In assessing the accountability impacts of current modalities, we make repeated references to a key aspect of the Seila program, namely the PRDC/ExCom arrangement (see Section C.2) which has been introduced to strengthen horizontal accountability or, in other words, “provincial-level ownership” over the use of external funds. In discussing the issues of alignment and harmonization, we use Seila as an illustration of what has already been achieved in Cambodia even before the Paris Declaration of 2005 was formulated. In Sections D.4 and E.2, we refer briefly to future options for Seila.

Formulation of the TOR: “3. *Identification of options for donor support that are responsive to national and local development needs, (and) ...encourage active participation by the new sub-national governmental authorities.*”

Responsiveness to national and local development needs is at the heart of the international debate on alignment of aid. We deal with this issue in various parts of the Report. The case illustrations used in Section C indicate to what extent commune councillors (presently the sole existing example of sub-national governmental authorities) are involved in donor-supported activities. The policy principles (Table B.2) used to assess these activities and to examine alternative options include the issues of local participation (in determining local needs, in making plans and budgets which reflect local choices for priority services and infrastructure) and local accountability (meaning participation in implementing and monitoring the outcomes of local decisions).

Formulation of the TOR: “4. *Identification of appropriate fiscal procedures and mechanisms to ensure transparency, monitoring and accountability to safeguard donor funding.*”

Fiscal procedures and mechanisms can differ substantially, depending on the kind of modality being used. Donor support channelled through parallel systems (in other words systems not using normal government financing, procurement and accounting systems) will often be seen as having a higher degree of safeguarding, compared to modalities like

budget support or sectoral budget support. The selection of a certain modality therefore is strongly influenced by the quality of government systems and the confidence, which external donors have in these systems. As the request for using government systems continues to grow, the pressure to improve financing, procurement and accounting systems increases as well.

This part of the TOR is in particular important for those donor supported activities, where financial resources are being provided to sub-national governmental authorities. We discuss this aspect in relation to the three options presented in Section D.3.3. Addressing fiscal procedures and mechanisms is the main field of work of the multi-donor Public Financial Management Program, and many aspects of this program are relevant for the D&D reform process as well.

Because of time and resource constraints, this Report does not deal extensively with issues of auditing – we list this as a necessary follow-up activity in developing further our recommendations for future donor modalities.

Formulation of the TOR: “5. Recommendation of donor support modalities and mechanisms that can be applied towards meeting ... broad policy support needs in general.”

The D&D reform outlined in the D&D SF is a “whole of government reform”, and the SF rightly emphasises that reform efforts are not only targeting the sub-national level, but are needed at the national level as well. Such a multi-level, multi-stakeholder reform process requires solid policy management capacity of the Government bodies charged with steering and overseeing the reform. We understand this part of the TOR in such a way that the Study Team is expected to identify and assess donor support pertaining to (1) formulating D&D policies, (2) managing the reform process, (3) developing capacities to monitor and evaluate reform impact, and (4) develop inputs for the further policy process.

In Section D.2, we interpret the D&D SF and formulate assumptions regarding the future implementation strategy and its institutional framework. In Section D.3.2, we outline and discuss options of donor support for D&D policy formulation and policy management.

Again, this is one area that would need deeper and more comprehensive analysis. Apart from examining the existing capacities of Government agencies for policy analysis, policy formulation and policy management, it would also be worthwhile to look at potential non-governmental bodies (universities, research institutes) which would require external support in order to become capable policy research and policy analysis providers to the Government.

Formulation of the TOR: “6. Further development of the broad intentions of the December 2004 Declaration on Harmonization and Alignment.”

Aspects of alignment and harmonization emerge from our case studies (Section C), and we reflect further on these issues in Section D.1 where we develop the building blocks for constructing future donor modalities. The policy principles used to assess existing and future donor support modalities (Table B.2) include issues raised in the December 2004 declaration.

c) Implementation

Formulation of the TOR: *“The review will be undertaken in close cooperation with the key stakeholders of the Royal Government and the donor community.”*

The TOR of the study have been discussed several times with the donor community. Several donors have provided funds for the conduct of the study, and a small advisory group was established in February 2006. During the implementation, the Study Team has consulted with senior officials from MoI, MoEF, and CDC, from donor agencies, and from selected projects and programmes. In late March/early April, several rounds of consultations were held with senior officials from MoI, MoF and CDC. Until the submission of the draft final report on 6 April, consultations on findings and recommendations with the donor community had not yet been conducted; this has to follow once the IMC has reviewed the study report and has provided comments and observations (see Section A.4).

Annex 2: References

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Annex 3: Inter-ministerial bodies in D&D

	<i>Council for Administrative Reform (CAR)</i>	<i>National Committee for Support to Commune/Sangkat (NCSC)</i>	<i>Interministerial Commission To Formulate a Draft of Organic Law (IMC)</i>	<i>Seila Task Force</i>
Legal basis	<ul style="list-style-type: none"> Sub-Decree 51 (10 June 1999) (establishment) Sub-Decree 507 (21 Sept 2004) (modification of membership) 	<ul style="list-style-type: none"> Articles 87 and 88 of the Law on the Administration and Management of Commune/Sangkat (2001) Royal Decree No. 0501/175 (18 May 2001) 	Government Decision 04 SSR (18 Jan 2005)	Sub-Decree No. 57 ANKR.BK (28 June 2001)
Membership	DPM (Office of the CoM) (Chairman), Senior Minister Land Management (Vice-Chairman), Senior Minister Assembly and Senate Relations (Vice Chairman), Ministers of: Education, Agriculture, Health, Social Affairs, Labor; First Secretary of State Economic and Finance; State Secretaries: MoI, Public Functions; Secretary General of the CAR	Minister of Interior (Chairman), Minister in Charge of CoM (Vice-Chairman), Minister of Economy and Finance (Vice-Chairman), Ministers of: Rural Development, Land Management, Planning, Women and Veterans' Affairs, Director General of Administration/MoI	Co-Minister of Interior (Co-Chairperson), Minister CoM (Deputy), MoEF (Deputy), Ministers: Rural Development, Planning, Commerce, Land Management, Education, Environment, Health, Tourism, Industry, Public Works, Agriculture, Women's Affairs, Social Work; Secretary of State, State Secretariat for Civil Service; Chairperson WG on Formulation of D&D Strategic Framework	Minister of Economy and Finance (Chairman), Minister of Water Resources and Meteorology (Deputy Chairman), Secretary of State Ministry of Rural Development (Deputy Chairman); Members: Secretary of State Ministry of Planning, Under-Secretary of State MAFF, Under-Secretary of State Ministry of Women's Affairs, DG General Administration MoI, Deputy Secretary-General CAR; Secretary-General: Deputy SecGen CDC/SecGen CRDB
Institutional affiliation	Council of Ministers	<ul style="list-style-type: none"> Supreme Council for State Reform Ministry of Interior 	Ministry of Interior	Council for Development of Cambodia (CDC)
Mission & mandate	Assist in the mission of the Supreme Council of State Reform in the field of administrative reform Initiate, enhance, advance and follow up the implementation of policies and the administrative reform program (including decentralization reforms)	Make recommendations to MoI and RGC on various matters including: (1) implementation of the Law on the Administration and Management of Commune/ Sangkat, (2) various affairs which affect Communes/Sangkats (except elections); (3) preparation and implementation of the policy of decentralization.	Prepare draft law(s) on the administration and management of provinces, municipalities, districts and khans	To contribute to poverty alleviation and strengthen local governance through implementation of decentralization and deconcentration policy.

	<i>Council for Administrative Reform (CAR)</i>	<i>National Committee for Support to Commune/Sangkat (NCSC)</i>	<i>Interministerial Commission To Formulate a Draft of Organic Law (IMC)</i>	<i>Seila Task Force</i>
Functions and Duties	<ul style="list-style-type: none"> • Initiate and submit proposals for, programs, projects plans and strategies ...to achieve the objectives of administrative reform. • Implement the directives of the Supreme Council of State Reform • Issue as necessary, decisions and directives to all ministries and institutions to put into effect the administrative reform program • Coordinate the activities of ministries related to the administrative reform program, follow up on reform implementation, facilitate implementation • Coordinate mobilisation of state and external resources • Encourage, lead and manage the work, as well as disseminating information, on the objectives, activities and achievements of the administrative reform 	<p>Among others,</p> <ul style="list-style-type: none"> • Establish relationships, discussions and coordination...within the mechanism of state reform of the Royal Government • Ensure inter-ministerial consultations and building of partnership • Provide advice/opinion regarding the further development of legal framework for Commune/Sangkat • Supervise/facilitate CS funding and development planning • Coordinate implementation of finance, assets and fiscal taxes of Communes/ Sangkat • Border issues of Commune/ Sangkat • Urban policies • Coordinate implementation of functions and powers of Communes/ Sangkat (decentralized and delegated functions) • Prepare strategies for provision and delivery of services • Prepare administrative structures and advisory mechanisms of Communes/Sangkat Councils • Determine relationship between the Royal Government and provincial/ municipal and district/Khan administrations and Communes/ Sangkat Council • Legal supervision • Capacity building and facilitation; M&E 	<ul style="list-style-type: none"> • Gather all relevant information and recommendations for the preparation of drafting a law; • Conduct study and analysis and propose recommendations to the RGC on the reform of sub-national governance • Policy consultations with related stakeholders • Submit the draft of law to the RGC for approval and cooperate with the Council of Minister in order to prepare necessary procedures for submitting draft to the National Assembly 	<ul style="list-style-type: none"> • To manage Seila Program implementation ,ensuring transparency and accountability in the use of available resources. • to review and approve Seila Investment Plans and allocate resources; • to facilitate the implementation of the Seila programme among STF Ministry Members and the Seila provinces; • to facilitate the policy discussion on decentralized Planning, Financing and Management of local development under the Seila framework; • to monitor and evaluate the effectiveness of the decentralized and deconcentrated policy implementation in the Seila provinces and prepare reports on lesson learned for submission to the RGC for national policy formulation on decentralization and deconcentration; • to review and take appropriate action on audits of the financial and accounting system management to ensure consistency with funding agreements; • to prepare semester and annual reports on the Seila Programme for submission to RGC, donors and related partners; • to conduct capacity building in planning, financing and management of decentralized and deconcentrated development; • to cooperate with the CDC and MEF to assist the RGC in mobilizing technical and financial resources to support the Seila Program with the authority to sign agreements with MEF to secure assistance from the international community in support to Seila.

	<i>Council for Administrative Reform (CAR)</i>	<i>National Committee for Support to Commune/Sangkat (NCSC)</i>	<i>Interministerial Commission To Formulate a Draft of Organic Law (IMC)</i>	<i>Seila Task Force</i>
Internal structures	Secretariat-General as executing entity; Secretary-General and Deputy SecGen	<ul style="list-style-type: none"> Sub-committees to be determined by NCSC Secretariat: Department for Local Administration/MoI 	Working Group (= Task Force): three Secretaries of State MoI, DG General Administration MoI, DG's of all member ministries	Secretariat-General with two main units: Programme Operations Unit, Policy Monitoring and Evaluation Unit (both having status equivalent to a department of a line ministry) STF Focal Points in the STF ministries Seila Donor Forum Provincial Rural Development Committees (PRDC) with Executive Committees
Funding source	<ul style="list-style-type: none"> National budget (as part of the budget of the Presidency of the CoM) External resources 	<ul style="list-style-type: none"> National budget (as part of MoI's budget) External financial, technical and material resources 	National budget (budget of civil administration of MoI)	Three sources: (1) contributions from national budget, (2) grants and loans from bilateral and multilateral donors, (3) donations from people and NGOs Decentralized and Deconcentrated Development Fund (DDDF) managed by MoEF
Working outputs	Proposals and recommendations Decisions and directives to ministries and institutions Facilitation/technical assistance to ministries and state institutions	Decisions and guidelines Proposal for drafting laws, Royal decrees or sub-decrees Programmes, strategies, working schedules and time frame for implementation	Draft laws	Allocation of investment funds Facilitation of policy discussion on decentralized planning, financing and management of local development Overall management of programme, including auditing and reporting Capacity building support
Duration of mandate	Not regulated/limited	Mandate ends nine months before the date of the CS elections for the next mandate	Until laws come into effect	Not regulated/limited