



**National
Assembly**



Senate

Strategic Framework and Action Plan for the capacity building of the Cambodian Parliament

Unofficial Translation

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INTRODUCTION

The strategic framework and action plan for the capacity strengthening of the Cambodian Parliament is the core document highlighting the vision and fundamental principles for the effective capacity development of the legislative institution. The strategy determines clear roles and duties in the coordination of development assistance programs that will undertake, in the long run, on a stage-by-stage process, and the need for resources and cooperation from development partners in the process of capacity development of the legislative institution.

The strategic framework and action plan provide guiding principle in regards to mission, aims, objectives and other activities in improving the capacity development of legislative institution in order to promote the capacity building of the Cambodian Parliament in accordance to democratic principle as well as strengthening the rule of law.

Numerous key factors need to be tackled for the capacity enhancement of Cambodian Parliament, especially Members of Parliament in their roles to enact laws, oversee the Executive institution, visit their constituent districts, and to create public forums. The success in the performance of MPs cannot be achieved without the services of the parliamentary General Secretariat's officials; therefore, it is necessary that they are trained to the fullest competence.

On a long road towards the capacity development of the parliamentary institutions, there is the need for resources for the implementation of various priorities such as human resource development for short, medium and long term plans. The government of this third legislature of the Parliament has, also, taken serious concerns in strengthening the legislative institution by increasing the national budget for the Parliament in accordance to the budget availability. Nevertheless, Cambodia's parliamentary institutions still need more resources for further improvement of their capacity.

I. Brief historical background of Cambodia

Over the past three decades, Cambodia went through numerous tragic circumstances. All State Institutions were completely reshuffled, from one political regime to another, in order to be in line with new political regime that Cambodia adopted. Therefore, the Cambodian Parliament Institutions also faced with institutional and structural upheaval in the history. Towards 1970, Cambodia was a Monarchy with two Parliaments. From 1970 to 1975, Cambodia became a Republic, with two Parliaments. And from 1975 to 1979, it was a communist dictatorial regime, with only one Parliament. From 1979 to 1993, it became a socialist regime with one Parliament. From 1993 onward, Cambodia adopted a constitutional Monarchy. These kinds of frequent and abrupt changes have made Parliaments as well as other state institutions unable to sustain their continued functioning.

The Universal elections, organized by UNTAC (United Nations Transitional Authority in Cambodia) in 1993 marked the historical event determining a new development trend for Cambodia. The elections established a Constituent Assembly which, after the adoption of the

constitution, was transformed into the National Assembly. The National Assembly of its first legislature functioned for five years. After the universal elections in 1998, Cambodia was met with a political crisis due to the disagreement over the result of the elections. But the crisis was resolved by Cambodia itself in the summit meeting of top leadership of major political parties on the 12 and 13 of November, 1998 under the Supreme Auspices of His Majesty King Norodom Sihanouk in the Royal Palace. The meeting decided to create the Senate by way of the amendment of the constitution providing Cambodia an opportunity to adopt a bi-cameral parliamentary system. The Senate of the first legislature was an appointed Parliament till the beginning of 2006.

Presently, the National Assembly is still in the middle of its third legislature. And the Senate that was just formed by non-universal elections is being at the early stage of its second legislature. Three political parties have seats in the two Parliaments. The National Assembly consists of 123 Members and the Senate, 61 Members. Each House possesses an autonomous budget, a permanent Standing Committee (with 12 Members), 9 Commissions, constituency offices at the provinces and municipalities for MPs (the Senate is in the process of establishing its regional offices) and assisted by a General Secretariat.

The legislative institutions of the Kingdom of Cambodia have, thus far, functioned on the spirit of national reconciliation and democratic principles and had numerous major achievements, such as enactment of laws, supervision over the government and representing their constituencies that contribute to building the rule of law by promoting people's rights and liberty, social order and political stability.

Any given country, especially countries that have just ended internal conflicts, the capacity strengthening of the parliamentary democracy needs to spend a lot of money. Based on the current budgetary situation of the Cambodian Parliament, it is not possible to undertake the kind of capacity building. Therefore, assistance from international development partners is necessary. To date, direct assistance from international development partners is still limited. Even though, over the period of 15 years, the financial support is less than \$8,000,000, the contributions from the international community have been instrumental to the capacity development of the Cambodian Parliament. The assistance was channeled mainly, through UNDP, the Canadian CIDA/CCLSP – implemented by the *Parliamentary Centre*– and the Konrad Adenauer Foundation who have played a role to speed up the promotion of awareness of parliamentarians' roles, the expertise and capacity building of parliamentary officials.

II. Rationale for the capacity building of the Cambodian Parliament

In a parliamentary democracy, people elect their representatives. Therefore, the Parliament that represents the powers and the wills of its constituents possesses essential roles such as enacting laws to govern the country, supervising the government's implementation of its policy and its parliamentary representation. Strengthening the essential roles of the Parliament and its capacity is most necessary in the process of democratization. New development indicates that there are efforts from the royal government and the legislative body in order to achieve progress toward global goal in strengthening the role and capacity of the Cambodian Parliament. Strengthening the capacity to fulfill its duty and role as stipulated in the Constitution requires active and efficient support from development partners.

Support for strong capacity development is a valuable goal. To realize the measurable goal, one can not see it in the short run. It requires a certain time limit. Support from major development partners for the last decade such as United States Agency for International Development, European Union, the World Bank, UNDP, Konrad Adenauer Foundation and many other national institutions have proven the importance and necessity in the development of the Parliament in the process of democratic development. Therefore the abovementioned points require a need for continuation of

support to further strengthen the capacity of the Cambodian Parliament. It is the strong will of the Parliament to raise its capacity. International assistance and supports to this process is highly valuable as Cambodia itself is currently not yet fully capable to sustain this process. International assistance is necessary for the support to the fulfilment of important roles and duties of the Parliament as the followings:

A. Legislative role: the Parliament must examine and adopt draft bills with professionalism and good judgment. In law examining process, the Parliament must encourage the public consultation in order to give advance knowledge and to make the enforcement more efficient when it is adopted. Due to the fact that a number of MPs, who are elected from various sectors having yet to have the legal expertise, are lacking of research resources and experiences in examination, discussion and adoption of bills, thus requires further capacity strengthening on:

- MP's role in formulating bills
- The role of Commissions in examining (*draft laws or*) bills (legislative process)
- The role to examine, discuss and adopt (*draft laws or*) bills in the plenary sessions of the two Houses.

B. Oversight role over the Executive: the government must be accountable before the Parliament for its policies. The Parliament has a duty to evaluate and closely monitor the national budget allocation and the implementation of the income and revenue collection of the royal government. Furthermore, the Parliament must urge the royal government to implement its policies with transparency under the framework of good governance. In this role, MPs shall be competent enough, especially in evaluating and comprehensively monitoring the functioning of the Executive. To effectively achieve the objectives MPs shall:

- Strengthen the roles of Members of Parliament and Senate in raising questions to the Government,
- Strengthen the role of Commissions in their supervision over matters of their responsibilities,
- The role of the plenary Assembly in the debate with the Government,
- Have adequate information, knowledge of mechanism and various technical expertises, and are capable of making assessment on various activities.

C. Representation role. the Parliament must be aware of the situation of the Citizenry and settle their protests, complaints by forwarding them to the executive or competent institution because MPs are representatives of the people in general, not only in their respective constituencies. Therefore, Members of Parliament shall:

- Visit their constituents in order to disseminate laws;
- Collect information, requests and complaints from people;
- Assist people as much as possible.

D. Role of Parliament in taking parts of the implementation of the Government policy of third legislature:

The Royal Government has adopted the Rectangular Strategy that composes of a key component such as good governance which includes the four reforms as action plan. The Parliament is obliged to participate in making this strategy succeed in accordance to its objectives of developing the country and democracy. The participation of the Parliament includes:

- Timely enactment of laws;
- The strengthening of law enforcement supervision;

- The reinforcement of the reform policy implementation roles in accordance to good governance, public administration reform, legal and judicial reforms, arm-forces reform Economic and financial reforms, land reform, counter corruption and natural resource management.

E. International relations:

Globalization has been an unavoidable trend for the Cambodian Parliament. The Parliament needs to join the regional and global inter-parliamentary organizations such as becoming a member of the regional inter-parliamentary organizations as well as in the world, such as the AIPO, the IPU, the APF and the APPF, etc... Together with other countries in the world, the Cambodian Parliament shall create a parliamentary friendship team. Participating in these organizations requires substantial expenditures on the Parliament budget that it is yet to have in order to fully attend all forums. Therefore, assistance is necessary if the process is to be effective.

F. Capacity building of the General Secretariats:

In promoting the effective role of MPs, the reinforcement of the General Secretariats is a necessity, because they are responsible for administrative and other services for the Parliament and all other matters, including external relations. Thus, the capacity building should focus on:

- Promoting human resources
- Upgrading parliamentary offices in provinces and regions,
- Sufficient funds and equipment for the performance of their duties.

III. The Cambodian Parliament's own view in 10 year time

Parliamentary capacity building is necessary for its participation in the administration reform policy in line with good governance principles, public administration reform, legal and judicial reforms, arm-forces reform, counter corruption, economic and financial reforms, land reform and the management of natural resources.

The commitment of Cambodia to the principles contained in the international Treaties, and Conventions that the Parliament has ratified, especially the Universal Declaration of Human Rights, the international Covenants and Conventions relating to Human Rights, the Rights of Women and the Rights of the Child, and the Protocol of Cambodia's entry into WTO; and recently the additional optional protocol to the Convention against Torture and other Cruel, Inhumane or Degrading Treatment or Punishment, etc... Meanwhile, in good cooperation with the Executive as well as the Judiciary, the Parliament needs to further strengthen its capacity and abide by the principles of power sharing.

For these reasons, the need for parliamentary development aiming to promote democracy with specific objectives of enhancing capacity and making the legislative power as highly competent as that of countries in the region. It is necessary to strengthen the parliamentary capacity in a way as the followings:

a. A Legislature in full capacity of its legislative competencies

- Although urgent matters may require specific examination procedure, the Parliament still needs to have time adequately for the examination of (*draft laws or*) bills (legislative process).
- Members of Parliament will have gained the technical capacities and skills to properly examine (*draft laws or*) bills in a substantive way;

- The Commissions, currently limited to nine (9) in each House, shall not be overburdened in examining (*draft laws or*) bills. This can be addressed, (*without amending the Constitution*), by instituting Sub-commissions for specific (*draft laws or*) bills;
- During the examination process, the Commissions conduct hearings, in order to obtain information from experts, implementers and civil society;
- Support staff in the Commissions shall be fully competent to be the providers of the technical advice required for the Parliament Members to perform, efficiently, their examination process.
- The coordination among the Commissions shall be improved. In particular, the Appropriation bill shall be considered by the Finance Commission, who plays the leading role, together with participation of the other Commissions for sections related to their scope of competencies. There is already some implementation of this, which could be systematised in the Rules of procedure;
- The Parliament may make recommendations to the Government to prepare a draft law on a specific subject it considers urgent.
- MPs have the capacity to initiate legislations, according to the Constitution.
- The Constitution stipulates that the official language and script is Khmer. The Parliament should be involved in various initiatives aiming at creating new legal terms, reconciling the definitions of existing terms, and detailing grammatical practices, so that clauses of laws are clear and with less ambiguity.

b. *A legislature in full capacity in its oversight competencies over the Executive*

- The Parliament is the institution that oversees the implementation of government policy;
- An appropriate and constructive dialogue shall be established between the Parliament and the government;
- In the parliamentary plenary proceedings, more time is given in the proceedings of each House for questioning the Prime Minister or the Ministers, related either to their field of responsibilities;
- Commissions may invite Ministers for clarifications on matters relating to their responsibilities;
- Commissions conduct public hearings;
- The oversight activity of the Parliament can be made possible by the development of research capacity and adequate documentation facilities, with the necessity to train officials of the General Secretariats of the two Houses.

c. *Ensuring an efficient flow of in-house information*

- The Rules of procedure of, both, the National Assembly and the Senate will contain provisions to ensure that the flow of information through Parliament and from the Executive and the Legislative is appropriate to the needs of the Parliament as provided by the legal documents;
- In a bicameral parliamentary system, the Parliament shall consist of a (*permanent*) Standing Committee, Select Committees, Caucuses, Inter-parliamentary bodies and Delegations, etc. which discharge specific duties in accordance with the House's Rules of procedure and internal regulations. Members of Parliament, as a whole, shall gain from an accurate and sustainable flow of information regarding decisions taken by other institutions in regards to legislations, other information and the internal affairs of the House. And the information shall be made available according to mandatory deadlines established in the Rules of procedure, both, in hard and soft

(electronic) copies, and on the Internet (home page) of the Parliament. Published documents of each House shall be accessible to Members of the other House.

d. Enhancing the representative roles of Members of Parliament

○ Public acceptance of the role of Parliament: the perception by the general public and the key actors of the economy and the society of the Parliamentary institution and its Members is still limited. When a problem occurs, citizens – and to a certain extent, commune council members – did contact their representatives, but still in limited manners. Both Parliaments have developed series of outreach techniques using parliamentary brochures and periodical magazines, radio and TV programmes, website, and developed public and media communication departments... enabling the effective promotion of awareness of the Parliament roles;

○ Establishment of grass-root communication system and field visits: the full implementation of the representative roles of Members of Parliament involves the properly-established channels through which new information from grass-roots level can be conveyed to them, regarding the effectiveness and implementation of the government policy, public expectations and grievances, etc. A certain numbers of field visits have already been organised by Parliaments, mainly at Commissions' level. Staff members of the Parliament's provincial offices and of the Senate regional offices shall be upgraded to meet the requirements and fulfill the roles of the provincial and regional offices in accordance to the office procedures in receiving and analysing information locally and referring them to Members of Parliament and the Commissions.

○ Public consultations: Both, in discharging their legislative functions and overseeing responsibilities, the Parliament, mainly at Commission level, should be able to conduct fact-finding researches, to assess the public acceptance of the clauses of (*draft laws or*) bills. A detailed procedure for public consultations rests with the Commission hearings at the national or local levels on the process of examination of draft laws or bills. To enhance the quality of legislations and capacity to provide supervision over the Executive branch, the Parliament holds public hearings and may invite NGOs to participate and contribute their thoughts in those hearings.

e. Upgrading the Parliamentary support services

Strengthening the General Secretariat capacity benefits the Parliaments in their effective discharges of their legislative, oversight and representative responsibilities. The General Secretariats' duty consists of, *inter alias*, supports in providing presentation notes, drafting reports, conducting researches, documentations and assisting in plenary and Commission proceedings.

○ Parliamentary staff shall possess the required capacities and skills, and shall definitely have advisers with legal expertise and librarians in order to make the support services more effective.

○ The National Assembly and the Senate, each has a research department, a library and an information center and currently both Houses of Parliament have strategic plans to develop capacities for these units, by establishing modern libraries, information centers with rapid flow of information and print shops of the Parliament.

IV. Action plan

The evaluation conducted in March 2006 underlined that in Cambodia there exists every indicator that leads to increasing commitments to the principles of good governance. MPs, Senators and staffs of the two Houses, international organizations and representatives of civil society have expressed that the time had arrived for the next steps to be taken towards the

realization of enhanced parliamentary competency so it will be more effective. There is also the recognition that a more effective parliamentary functioning requires greater commitments from the Parliaments themselves and from development partners.

Based on the consultation from many sources and the in-depth feasibility study of both Houses and recommendations of the Presidents of the two Parliaments, parliament has developed short, medium and long term strategic plans to response to the Cambodian Parliament's own view in 10 year time.

This program design is based on recent evaluations and has gathered thoughts and recommendations obtained during numerous meetings with Members and staff of the National Assembly and the Senate and leaders of civil society, such as non-governmental organizations and international organizations, donors and other keys stakeholders interested in the institutional development of the Parliament.

The two Parliaments believe that modernization of the parliamentary institution requires development partners' active supports and shall need at least from 10 to 15 years. To achieve the above mentioned objectives, it requires programming options to be implemented over the short, medium and longer terms. The end of each phase should be clearly based on the achievement of measurable benchmarks.

The following suggested programming options take into consideration the understanding and the interventions of the working groups of the two General Secretariats that were established to work on this document, and the mission team undertaken by UNDP, CIDA-CCLSP, The Asia Foundation, the Konrad Adenauer Foundation and other organisations who have worked with the National Assembly since its inception in 1993 and the Senate in 1999, respectively. These recommendations also reflect our understanding of the strategic plans of the National Assembly and the Senate and, to some extent, the planned assistance of international parliamentary organisations and their sponsors.

The strategic action plans are laid down as the followings:

A. Short term action plan (2007 – 2009)

In the short term period, a single donor or multi-donor support program should focus on the improvement of the Parliament's key functions. In the mean time, the Parliament has taken consideration on the promotion of human resources and institutional development, in order to upgrade the parliamentary staff members in performing their heavy duties for Members of the Parliament. In this context, the National Assembly and the Senate have seriously considered the establishment of the action plan and determined a number of prioritized factors for implementation. To be effective in carrying out this function, it is necessary to have development partners' supports in order to undertake the following activities:

1. Strengthening the roles of Parliament

a) Strengthening the legislative role

- Members of the National Assembly and the Senate will gain exposure to foreign best practices in terms of Parliament's involvement in legislation examination;
- In developing the roles of Commissions in regards to the process of examining and analysing the substance of draft laws or bills, it is necessary to have adequate means and resources such as documentation, data, references, research;

- Commissions may obtain technical knowledge in legislative examinations from experts such as consultants, faculty professors, representatives of civil society, national and international organizations;
- Members of Parliament develop a constructive dialogue with the Executive on agendas involving legislative process (draft laws or bills);
- The flow of information from the Commissions to other Members of Parliament is organised by means of reports on legislative process (*examination of draft laws or bills*) that are printed and made available to all Members in due time, (*as prescribed by the Rules of Procedure*);
- A periodical Parliament bulletin is designed and developed; containing all useful information for the Members, on (*draft laws or*) bills moved to Assembly, agendas of proceedings and sittings of the Assembly plenary proceedings;
- The procedure of the discussion on and adoption of bills in plenary sessions is improved;
- The National Parliament is involved in the process for securing the accuracy of the Khmer language in national legislation;
- Laws are reviewed for the sensitivities of discrimination between people in society.

b) Strengthening the oversight roles over the Executive

- The Parliament, through its Commissions, supervises the adoption of secondary legislation by the government, on laws that have entered into force;
- Members of the Budget Commissions of both Houses control the execution of the budget adopted by Parliament;
- Help improve the use of questioning techniques (written, oral) to oversee government's enforcement of laws and implementation of its policy;
- Develop the oversight roles of Commissions;
- Develop enquiries and investigations by Commissions, through hearings and field visits;
- Allocate regular schedules for questioning Members of the government in the Assembly plenary session;
- Establish permanent mechanism for dialogues between the line ministries and the Parliament's Commissions regarding law enforcement and the entering into force of laws that the Parliament has adopted;
- The Parliament conducts enquiries through public hearings and field missions whenever deemed necessary.

c) Enhancing their representative functions

- The Commissions may organise and carry out public hearings outside the Parliament, on (*draft laws or*) bills that provide opportunities for people to

contribute their thoughts and share their concerns relating to the bills.

- Improve the publication of the laws that have been adopted and promulgated, and disseminate them to the general public;
- The Parliament conducts public meetings with civil society organisations and the general public on selected laws of major importance;
- Improve communication activities between MPs and their constituencies;
- Encourage communication between civil society and Parliament;
- Support both Houses in their development of a comprehensive communications strategy and expanding public communication efforts (through newsletters, web sites, journals, *blogs*, TV and radio programs, etc);
- Workshops on the concept of a legitimate opposition in order for the benefit of all involved in the political process. This kind of workshop can also be attended by members of the press;
- The announcement of the daily agendas of the two Houses is widely published;
- The two Houses have developed and established a comprehensive communication strategy (with special attention to the youth and children);
- Constituent offices have been established to provide efficient supports to Members of Parliament at the grass-roots level.

d) Bill review procedure (legislative review process)

- Bills (*or draft laws*) are examined in substance by the Parliament;
- Prior to any adoption of a new law, the Parliament involves itself in a dialogue with the government (*line ministries*) on the purpose of the law, its benefit and its impact;
- The examination procedure of (*draft laws or*) bills includes public consultations, especially civil society organizations, implementers and other stakeholders. Commissions play key roles in this process;
- The examination procedure shall be supported with technical advice from experts and senior advisors;
- Assembly proceedings are recorded in detailed notes and made available to all Members of Parliament in due time and in line with the examination of draft laws or bills;
- During the Assembly proceedings, Members of Parliament shall be supported with technical advices by expert staff;

e) Training for new Parliament Members:

- After the 2008 National Assembly elections and 2012 Senate election, organisations assisting the Parliament could play an important role in preparing newly elected members to understand their roles and responsibilities in a week-long orientation program prepared in collaboration with the Secretaries-General of both Houses. However, rather than develop

a one-off training for new members, experts could be hired to draft an orientation training module to be used as the basis for future orientation programs.

2. Strengthening human resources and institutional development

a) Training and Capacity building of parliamentary officials

- Officials of the two Houses shall benefit from specialized training in an appropriate length of time on law analysis and law researches;
- Officials of both Houses shall be trained on IT (including computer repair, the use of Internet, Website and Data control-*management, utilization and analysis*);
- Further improve foreign language skills, (*French, English*) translation and writing skills;
- Upgrade staff on financial management expertise, budget planning and auditing;
- Further strengthen on other skills, such as leadership, protocol, international relations, public administration, public finance, inspection, strategic planning, secretarial work, detailed note writing, information and magazine writing, and training of specialized trainers;
- Improve comprehensive knowledge through study tours within the country and abroad, especially the exchange in work experience with foreign Parliaments;
- Promote public awareness of laws through seminars at the provincial-municipality and regional levels;
- Capacity upgrading of office staff at the provincial-municipality and regional parliamentary offices.

b) Strategic request for the improvement of parliamentary effectiveness

- Development of parliamentary modern libraries: Both Houses of Parliament have library and information centre strategic plans. These plans shall be implemented, in order to enable Members and staff to carry out their researches more efficiently. The Parliament shall possess a modern library that contains hard copy publications, books, and the use of information through electronic system. There is, currently, a website of reference for parliamentary researches available to Parliaments around the world at no cost. Furthermore, these documentations shall be regularly updated. Library shall be assisted with funds for subscriptions to periodicals for references (such as the Economist, South-East Asia reviews of Law and Economy, etc.).
- Promote more clarification on the implementation of the Master Plan that was elaborated, in December 2003, for a comprehensive development of IT at the Senate and the National Assembly which formulated a five year comprehensive IT Master Plan in December 2003, and set phases for further executions. The absorption capacity to maintain and upgrade the investment shall be considered before further phases could be discussed.
- Upgrade the National Assembly's website and help to further develop the Senate's web site.
- External consultants shall be funded to work in the implementation of the strategy for the improvement of the parliamentary capacity. This plan could form the basis for future donor assistance for human resource development.

- Provincial and regional parliamentary offices shall be upgraded in terms of expanding for more office rooms, with a number of necessary equipment for administrative operation and strengthening the capacity of officials of the provincial-municipality and regional offices.
- A print-shop is needed in order to be effective in various works (printing of reports, draft laws and bills, laws, magazines, newsletters, etc..). This can only be achieved by the possession of printer and other necessary accessories.
- There shall have a studio for the dissemination of parliamentary information to citizens and the press.
- There shall have an information centre for each House.
Equipment is requested for the need of the Parliament.

B. Mid-term action plan (2009 – 2013)

During this period, both Houses of Parliament will be up for elections. A plan of action will need to focus on equipping new parliamentarians to perform their duties as well as to continue expanding and carrying out successful activities to be started during the period of 2006-2008. In this period, a number of the initiatives shall be funded, partly by the Parliament, and at the same time, the Parliament and development partners will also need to begin refining the strategy for further sustainable development. Therefore, our recommended programming options include:

1. Bill examination Procedure (legislative process)

After the elections for the National Assembly in 2008 and for the Senate in 2012, law enactment procedure should be revised to ensure higher efficiency.

The Parliament should have international experts to work, for an appropriate period of time, with the legislative Commission.

2. Commission-level strategic plans

Once progress has been achieved during the short-term action plan, both the new Senate and the National Assembly can develop strategic plans to develop the role of each Commission, with donors' supports.

3. Strengthening the role in budget process (formulation and control)

In strengthening the Parliament, in budget formulation and control, donors could consider assisting in the development, through training high-ranking officials, in economy and finance, who could serve in the specialised "budget Commission" and other pertinent Commissions in both Houses.

4. Information and public relation departments

Enhancing the capacity of the Parliament in explaining to the public about the Parliament's roles, responsibilities and actions in the governance process is an essential activity of any legislature.

Development partners to the parliamentary development programme should consider providing funds to the initiatives detailed in the strategic plan, by working in cooperation with the Secretaries-General of the two Parliaments, in strengthening the communication strategy of the Parliament.

5. Public representation of the Parliament

An evaluation on the role and functions of the constituency offices could be usefully conducted, as well as to assess their efficiency in terms of:

- Establishing network for channelling public requests to Parliament
- Direct supports to MPs in their constituency activities.
- Organise field trips to visit citizens in respective constituencies and pay courtesy visits to commune councils and to see young citizens, who could possibly be Members of the Parliament in the future. Perhaps at some future time, it might be possible to assist schoolchildren from more remote areas of the country to participate in this kind of field visits, possibly including some element of role play (on *Parliament of the Youth*)

6. Student Internship Programme

Many modern legislatures have highly developed student internship programs. Internship programme serves three main purposes:

- In cooperation with the Ministry of Education, prepare and develop a set of school modules aimed to be used in upper secondary education, on the role of Parliament and democratic representation.
- Provide the legislatures with bright, motivated, young college graduates to work for short periods of time (usually between 3 and 9 months) for little or no remuneration.
- Provide the legislatures with a pool of officials, with potential expertise, who have had on-the-job training.

This internship program will provide students with much needed work experiences making them more attractive to potential employers, after the completion of their internship. An added benefit is that student interns can demystify the workings of the Parliament to the general public and can be of a regular citizen with clear understanding of the proceeding of the Parliament.

By the end of the mid-term phase, the Parliament should have achieved significant progress and will be an effective and fair counterpart towards the government, as well as with the constituents.

C. Long-term action plan (2014 – 2018)

Continue to support key activities of the institutional development plan of the Parliament, vis-à-vis the legislation and oversight roles over the government's law enforcement, and in further strengthening effective representative democracy. At this junction, parliament should have assumed financial responsibilities over all human resource development and IT development.

Our programming options include:

1-Creation of in-house capacity building units

There shall establish capacity building units in the two General Secretariats to ensure human resource development and the development of other Information Technologies. Parliament and development partners could co-finance and provide technical guidance to support this joint initiative. These units could serve as the clearinghouses for all capacity building activities for parliamentary officials and Members.

2-Further strengthening the role in budget formulation and supervision

Development partners could work with Parliament to fine tune and further entrench the culture of parliamentary participation in the budget formulation and oversight processes by continuing to provide technical and financial assistance to the budget Commission and other attending parliamentary Commissions.

3-Developing the auditing capacities of the Parliament

An assessment should be conducted on whether the National Audit Authority, Agencies and Boards of similar functions, should have been placed under the supervision of the Parliament.

4-Securing the representation capacities of MPs

The representation role of the Parliament at the constituencies is essential for constituents. Thus, supports for constituency offices and staff development are essential for Members of Parliament to fulfil their representation duties.

V. Management arrangement principles for a parliamentary multi-donor programme

The Cambodian Parliament and Multi-donors have jointly committed to strengthening and promoting aid coordination and partnership as per the requests of the Presidents of the two Houses. The existing support projects have been highly effective for the two institutions. Therefore, for the long term multilateral and bilateral partnerships management, development partners should consider their own assistance modality among the following modalities. However, the parliament wishes to receive multi-donor support through a coordinating agency.

1. Bi-lateral Grants

Under this modality, a bilateral development partner may undertake any of the activities contained in the plans of strategic program of the Parliament or any other separate activities initiated by it. Resources can be administered by itself or through joint mechanism or by the recipient of the grant as well. In this case, it should be seriously considered on the risk of duplication with activities of other development partners.

2. Multi-donor basket funds

Multi-donor basket funds can be provided through the multi-lateral grant coordination agency (of UNDP). Those are the contributions by donor countries or organisations to the project budget. Contributions can be made as a *general* grant, allowing the parliamentary capacity development support project of UNDP the flexibility to prioritise the use of the funds, short-term, medium-term or longer-term strategies or other strategies negotiated between the development partners and receivers.

3-In-kind supports and inter-parliamentary cooperation

According to their preferences, Donors may opt for the provision of in-kind supports or supports in human resource development or experts or advisors or providing opportunity for the exposure of the officials and Members of the Cambodian Parliament to various practices and experiences from other Parliaments.

The alignment of assistance of development partners to the priorities of the Cambodian parliament:

The Cambodian parliament wishes to see that assistance of development partners be aligned with the priorities set out in this strategic framework for short, medium and long term in order to ensure assistance is being provided in response to the needs and reality of the Cambodian parliament and nationally-driven efforts. Therefore, we anticipate to establish a coordination mechanism to advise on areas of needed assistance and to monitor the progress of achievement of priority action. The Technical Coordination mechanism is designed to:

- Ensure mutual transparency and accountability with regard to the expected and actual results of support activities and their impact.
- Minimize or eliminate overlap and conflict between and among different donor-funded activities.
- Enhance the sustainability of benefits gained from donor assistance through strategic planning and mutually reinforcing programmes of support.
- Reduce the administrative burden on Parliament staff in the management of multiple inputs (project management unit, steering committee or project implementation units, etc...)
- Enhance information and collaboration.

4-Management and coordination mechanism

Roles and Functions of Technical Coordination Secretariat:

A. Technical Coordination Secretariat: will be created under the leadership of the secretaries general of both houses. Secretary General of the Senate will be the chair, while Secretary General of the National Assembly will be deputy chair of this team. All documents have to be submitted to deputy chair for review before submission to chair of secretariat for final decision. In the absence of the Chair, the deputy chair shall be an Acting Chair. This technical Coordination Secretariat shall only be in charge of technical and administrative affairs. Professional and functional staff will be recruited internally through open and competitive process to assist the secretariat. If necessary, this team might request for technical assistance from any development partners to provide managerial support for operationalization of the secretariat and policy advice on modernization of the Cambodian parliament.

The Secretariat is 1) to be in charge of preparation of all documents related to projects; 2) to facilitate primarily between development partners and parliament; 3) to be in charge of preparing all other activities concerning projects such as a meeting of parliamentary steering committee and others related to preparation and implementation of project.

Secretary General of the Senate is responsible for coordinating project related to Senate while secretary of the National Assembly is responsible for coordinating project related to National Assembly. In respect to expenditure and other logistic supports, technical secretariat together with development partners will supervise with transparency and accountability. This secretariat will also be as a secretary to the Parliament Steering Committee and assist to convene any meeting.

In addition to this Technical Coordination Secretariat, there will be Parliament Steering Committee set up to provide overall guidance to implementation and alignment of all donor assistance.

B. Parliament Steering Committee: will be created after adoption of " Strategy, Principle and Plan for Multi- development Partners' Program ". This committee shall consist of Presidents of both houses; chairman of all nine commissions of the Senate; chairman of all nine commissions of the National Assembly; and development partners. The Parliament Steering Committee (PSC) will convene a meeting every six months to discuss annual work plan of project. The meeting will be convened by president of the National Assembly and president of the Senate as co-chair of PSC with in agreement with development partners. The meeting will be: 1) to adopt action plan and budget; 2) to monitor progress, exchange information; 3) to identify bottle necks and find solution; Review progress report and submit to parliament steering committee.

At project review meeting, the technical coordination of National Assembly

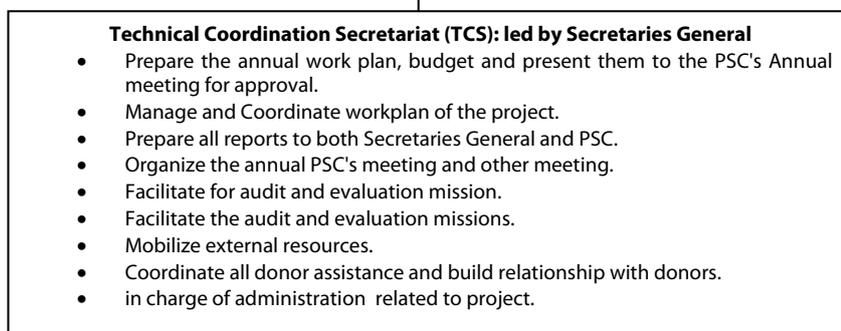
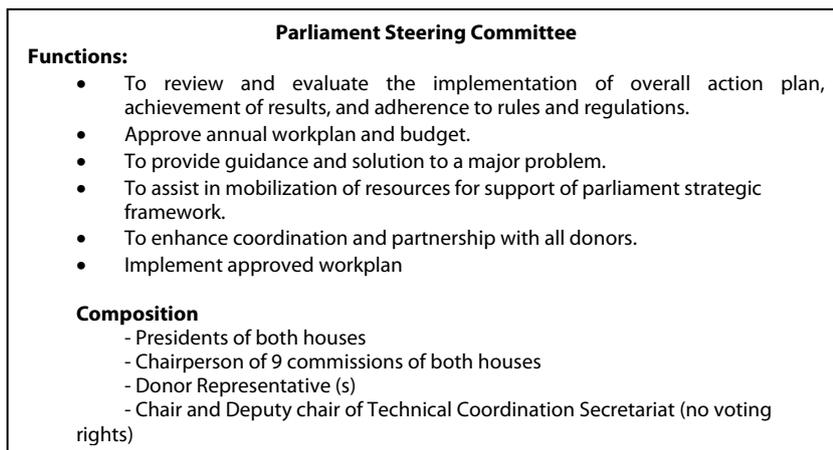
and Senate concerning with project has to review and discuss with development partners about their own project. The meeting of PSC will be decided on organization and implementation of project.

The Composition of the Parliamentary Steering Committee shall consist of:

- Presidents of both houses
- Chairperson of nine parliament commissions
- Development partner (s)
- Chair and deputy chair of Technical Coordination Secretariat
(no voting rights)

Chairperson and his/her deputy of the Technical Coordination Secretariat will be the Secretary to the Parliament Steering Committee, preparing the agenda beforehand and summary minutes afterwards.

Proposed Organizational Chart of Management Structure for Parliamentary Support



5. Ressources mobilisation

After the aims and activities have been clearly identified and agreed upon, the Parliament may start mobilizing resources and promoting the program through its own communication and direct contacts among other potential donors through Embassies, International organisations, and Inter-Parliamentary delegations.

VI. Risks and Risk management

1-Risks

For short term programs, should there be insufficient evaluations and should funds are shortcomings, the program implementation could either be in jeopardy or at least encounter drastic delay.

Expected funds allocations are insufficient to achieve the proposed objectives by the end of the first and second periods.

The political context may hamper the comprehensive implementation of the expected capacity building of the Parliament.

2-Risk management

Should any of the above mentioned risks occurs, a forum shall be organized with the participations of donors, the Parliament of Cambodia, other stakeholders to seek a common solution that is acceptable to all parties.

Short term action plan on capacity building of the Parliament (2007-2009)

Part 1- Action plan for the enhancement of MPs' roles in the short term (2007- 2009)

Institute	Aims	Expected results	Actions	Years of implementation (2007-2009)	Responsible by	Budget
National Assembly	1. Strengthen legislative roles	- Cambodian MPs will benefit from other countries MPs regarding experiences and knowledge in laws,	- conduct seminars with foreign MPs - overseas study tours, - participate in seminars, conferences, training sessions and other forums (in-country and overseas)		- Donors - Organizations - Embassies - National Assembly	
		- Commissions acquire technical knowledge and experience in legislative reviews,	- trainings - technical advice on legislative reviews through advisors, university professors, civil society organizations, - seminars on legislative reviews, - study visits on legislative reviews, (in-country and overseas),			
		- MPs acquire more information and knowledge in legislative reviews	- trainings - round-table forums - participate in seminars with relevant institutions			
		- MPs acquire information	- timely print and disseminate			

		from Commissions and other MPs	reports of legislative reviews - formulate parliament brochures and print information about legislative reviews - inform MPs through IT system	
		-Legislative review procedure	- seminars - forums - trainings	
SENATE	1-Strengthening Role of Reviewing Law	-Members of National Assembly and Senate will attain more knowledge on law implementation process of parliamentary democracy in reviewing law than before	-Organize workshops with foreign parliamentarians	- Donors - Organizations - Embassies - Senate
		-Commissions will be trained on led-interview techniques, hearings and oversight at the location	-Workshops with foreign parliamentarians	
		-Provision of documents, data, references and adequate researches to support for the law reviewing process	-Report-writing techniques have to be advanced (including staff trainings)	
		-Parliament establish creative dialogues with the Executive	-Public forum led by commission on draft/ proposed law and policy issued by the Executive	
		-Regular inflow information	- Rule of Procedure shall be	

from commissions to other members

reviewed in order to share information to parliamentarians
- Report on review draft /proposed law shall be publicized and timely distributed to every parliamentarian

-Improve service of parliamentary library

- Implement development plan of library/archive of each chamber in gradual phase
- Subscribe magazines which are regularly published through its deadline as references

-Research Center shall be established

-Develop capacity and equip facilities in order to provide e-documents

-Collaborate with the National Audit Authority to establish Research Center to cooperate with commissions

-Parliamentary bulletins include important information shall be published regularly on deadline for parliamentarians related to draft law/proposed law follow the agenda of the plenary sessions, Parliamentary commissions, publishing parliamentary report and other meetings.

- Determine procedure of development partnership with external expert
- Making announcement which includes regular parliamentary agenda (inform the parliamentarians and public).

-Structure of discussion on draft law and proposed law in the parliamentary plenary session is getting better

-Evaluate and readjust procedures

-Parliament shall participate in the process in order to insure the accuracy of Khmer language in the national legislation

-Corporate with the Royal Academy of Cambodia to prepare law dictionary and review its consistency with the existing laws

-Law shall be reviewed for the gender sensitivity

-Hold procedure of consultative meetings on draft law or proposed law by focusing on gender

-Law on congress between the National Assembly and Senate shall be passed

-Establish joint commission between both houses and arrange public consultation in order to prepare a proposed law on congress of both houses

National Assembly

2. Strengthen the oversight roles over government policy, law enforcement and inquiry

- MPs and Commissions obtain technical knowledge in information examination, research and evaluation

- seminars
- in-country and oversea study tours
- trainings

- Donors
- Organizations
- Embassies
- National Assembly

-MPs and Commissions learn the technique of inquiry

- seminars
- in-country and oversea study tours

- trainings

- MPs and Commissions
obtain the evaluation
technique

- seminars
- in-country and oversea study tours
- trainings

**SENATE 2-Strengthening oversight
role**

-Commission shall review on
legislation of rule of
procedure by the government
on promulgated laws

-Technical support
-Trainings

- Donors
-Organizations
-Embassies
-Senate

-Members of Parliamentary
Commission on Budget of
both houses review on the
budget execution adopted by
parliament

-Workshop on good experiences
-Consider to build cooperation
with the National Auditing
Authority Study Tour

-Enhance inquiry techniques
(writing and oral inquiry) in
order to review policies of
the Government

- Organize workshop with foreign
parliamentarians
- Study tour
- Design and disseminate
guidebook

-Develop general oversight
role
of the commission and
separated oversight role for
the vertical
line ministries

-Study tour

National Assembly	3. Strengthen representative roles <i>(law dissemination, receive information and requests and field visits to assist people)</i>	-Develop inquiry/response and investigation of commission through hearings and field trips	-Workshop on actual implementation Design and disseminate guidebook	- Donors -Organizations -Embassies -National Assembly
		- MPs learn about their representative role in their constituents	- obtain the means and knowledge on representative roles, - constituency public forums - in-country and oversea study - national level public forums - round table forums - seminars - oversea study tours	
SENATE	3 - Strengthening representative role	- MPs learn about their roles and duties of Members of Parliament	- trainings - seminars - in-country and oversea study tours	- Donors -Organizations -Embassies -Senate
		-Parliamentary process shall be disseminated extensively	-Training on <i>Hangsar</i> report - Design standard of content of publication of adopted laws	
		-Public meeting with the civil society and general public on	-Training the works with commission, 3-time experiments	

selected law which is very important shall be held

(in parliament and field visits)

-Improve relationship with the public and civil society

-Establish relationship strategy (letter, news, website, information, blogs, TV and radio program)

-Promote awareness of citizens and youth on the importance of parliament

- Assist to develop capacity of Department of Information and Public Relation
- Corporate with Ministry of Education in order to design and develop curriculum on parliamentary role and democratic representation at the secondary level

- Organize study tour of the citizens and youth to visit both houses

-Formulate viewpoint on opposition

-Workshop (including participation of media members) on role of opposition party, civil society and NGOs in the process of parliamentary democracy

-Determine and enhance the role of Regional Office

-Help to establish parliamentary Regional Office in three regions as pilot office which help to assist activities in local areas for parliamentarians and to develop

relationship with constituents

SENATE	4 -Enhance gender works	-Parliamentarians are aware of gender issues attached with professions	-Study to establish budget package for gender works in parliament -Training on gender issues for members of National Assembly and Senate - Provide professional training to parliamentarians for any meetings on various agendas including budget analysis in gender acknowledgement - Study tour on gender issues	- Donors -Organizations -Embassies -Senate
SENATE	5-Orientation program for new parliamentarians	-New elected parliamentarians are clearly aware of their roles and responsibilities	- Arrange orientation program by cooperate with other developed partners - Compile basic documents of the parliament for the orientation program	- Donors -Organizations -Embassies -Senate

Part 2-Institutional strengthening and development

National Assembly	1. Training and capacity upgrading parliamentary officials: -Law research and analysis -Information technology -International elations -Enhancing language skills -Provincial parliamentary offices -Strengthen administrative and finance skills	-Staff of the General Secretariats will be receive capacity building on law research and analysis.	-Training of staff in law research department, procedure department and a number of other departments, - through short and long term trainings, - through in-country and oversea seminars,	- Donors -Organizations -Embassies -National Assembly
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- More capacity building on IT (for all staff of all departments)
- Computer repair
- The use of Internet
- Data control
- Establishment of Website

- In-country and oversea trainings

-Competency upgrading in foreign languages and translation expertise for officials of the General Secretariats so they can work in IT and international relations.

- French and English language competencies are quite limited, and a lot of the Parliament works are in French and English, it thus requires 150 out of all the department personnel of the General Secretariats to have

language training, either in-country or overseas,

- French and English language trainings in institutes, universities or language training centers,

- expertise in verbal and written translations

-Officials of the finance department and inspector General became experts in finance and budget planning and inspection.

- trainings
- seminars

Promote the expertise on :
- Governance
- Protocol

- trainings
- seminars

		<ul style="list-style-type: none"> - International relations - Making strategic planning - Secretarial expertise - Short hand - Information and magazine writings - Training of trainers 	<ul style="list-style-type: none"> - overseas study tours 	
SENATE	1- Strengthening capacity of parliamentary staff	<ul style="list-style-type: none"> - Advance the present existing human resources of parliament 	<ul style="list-style-type: none"> - Study on modernization and parliamentary administration - Inventory specializations, organize necessary trainings for fulfilling the current and long term needs (skills and foreign languages) 	<ul style="list-style-type: none"> - Donors - Organizations - Embassies - Senate
<hr/>		<ul style="list-style-type: none"> - Design a strategy for parliamentary administration reform 	<ul style="list-style-type: none"> - External experts cooperate with Managements of the National Assembly and Senate - Training and equip facilities to provincial constituent office and regional offices 	<hr/>
		<ul style="list-style-type: none"> - Management and human resource development strategy shall be designed and operated 	<ul style="list-style-type: none"> - Design standard and policy of management and human resource development Cooperate with developing partners for organizing actual trainings 	
National	2. Oversea visits and	<ul style="list-style-type: none"> - Staff of the General 	<ul style="list-style-type: none"> - visits and experience exchange 	<ul style="list-style-type: none"> - Donors

Assembly	exchange of experience	Secretariat of the National Assembly gains experience and expertise from other countries.	-oversea trainings,	-Organizations -Embassies -National Assembly
SENATE	2-Investment in Information Technology (IT)	-Shall provide funds for development of information technology (IT)	-Implement master plan 2003 which was already amended in 2006	- Donors -Organizations -Embassies -Senate
		-Printing and establishment of studio for dissemination through Radio and TV	-Establishment of printing house process	
National Assembly	3. Service provision for MPs field visits: - Publish laws and information - Facilitate administrative matters - Receive complaints and requests - Report	- Staff of the General Secretariats became more competent in law and administration in serving MPs for their field visits.	-trainings - seminars -oversea study tours	- Donors -Organizations -Embassies -National Assembly
National Assembly	4-Upgrade the Parliament offices in the provinces-municipalities: - Services - Human Resources	-The constituent offices are upgraded in providing services for people.	-organize training on roles and duties of office personnel, - office equipment - means for fact finding fields missions or respond to requests of people,	- Donors -Organizations -Embassies -National Assembly

**National
Assembly**

**5- Request for necessary
materials and legal
experts in:**

- workshop
- print-shop
- library & archive
- studio
- Press Center
- Necessary materials in support to various services:

- LCD-OVER HEAD Projector
- Computer Desk Top 30 units
- Computer Laptop
- Video-camera

- Headsets and necessary devices for oral translation services,
 - Xerox machine,
 - Scanner,
 - twelve-seat van
 - talkie-walkie (radio communication)
-

- The General Secretariats become competent in providing legal and administrative services for Parliaments.

- training on how to formulate complaints for people and receive complaints

- in-kind assistance
- financial assistance

- Donors
 - Organizations
 - Embassies
 - National Assembly
-

**Medium-term action plan on capacity building of the Parliament
(2009-2013)**

Institute	Aims	Expected results	Actions	Years of implementation (2009-2013)	Responsible by	Budget
National Assembly	1. Strengthen legislative role in Commissions and in plenary sessions	<ul style="list-style-type: none"> - MPs and Members of Commissions will gain experiences in legislative examinations, - Commissions will acquire various documents relating to legislative examinations (or reviews), from other competent agencies and civil society, - Commission support staff will be fully competent in providing advice to Commissions in legislative examinations (or reviews), 	<ul style="list-style-type: none"> - Seminars with foreign MPs, - Consultation sessions on legislative examinations/reviews - Technical expertise supports, - Form a pool of experts to work with legislative Commission, - Improve the law examination and analysis techniques by training the General Secretariat staff of the National Assembly, 		<ul style="list-style-type: none"> - Donors - Organizations - Embassies - National Assembly 	
SENATE	1-Strengthening procedure on reviewing draft law or proposed law	<ul style="list-style-type: none"> - Parliamentarians are competent to implement procedure in line with international standard to review draft law or proposed law - Specialized commission attains adequate information from experts, executors or civil society 	<ul style="list-style-type: none"> - Workshop with foreign parliamentarians - Amend the internal regulation of both houses to determine internal working procedure within commission and their plenary sessions - Held consultative hearings in the process of reviewing draft law or proposed law 		<ul style="list-style-type: none"> - Donors - Organizations - Embassies - Senate 	

		-Rule of Procedure of legislation shall be Reviewed	- Support for technical skills - Develop specialized staff to work with Legislative Commission	
		-Assistants to specialized Commission are full competent in provision of advisory to commission in reviewing the drafted law or proposed law	-Reviewing and analyzing techniques shall be enhanced by training staff and strengthen capacity of secretariat of commission	
National Assembly	2- Formation of Strategic Plans in Commissions,	- Commissions will be more competent, - Establish clear objectives and facilitate the implementation of the Commissions' responsibilities,	- Technical supports in strategic planning, - Train Commission support staff members to be competent in strategic planning,	- Donors -Organizations -Embassies -National Assembly
SENATE	2 - Develop strategic plan for specialized commission	-Enhance the role of specialized commission -Set up specific target work and provoke good facility to accomplish role of specialized commission	-Provide technical support through national and international experts	- Donors -Organizations -Embassies -Senate
National Assembly	3. Strengthening budget formulation and oversight roles,	- Commissions acquire experience in budget formulation and oversight - MPs will gain experience in	- Seminars, - Trainings	- Donors -Organizations -Embassies -National

		<p>taking parts in the process of budget formulation and oversight, -Support staff members become competent in providing ideas and research for documents relating to the Commissions,</p>	<p>- Experience exchange with foreign Parliaments,</p>	<p>Assembly</p>
SENATE	3 - Strengthen role of budget preparation and review	<p>-Specialized staff in the specialized commission are full competent to provide advise and research service for parliamentarians in budget preparation and review</p>	<p>-Train specialized staff in the 2nd Commission and Financial Department</p> <p>Establish Expert Center for overseeing budget and providing research service</p>	<p>- Donors -Organizations -Embassies -Senate</p>
National Assembly	4-Information and Public relations department,	<p>-There will be public understanding about the responsibilities and activities of the National Assembly regarding the process of good governance,</p>	<p>- Promote the development of information and public relations with participations of relevant institutions and civil society,</p> <p>- Improve publication of National Assembly's activities through provincial-municipality offices,</p>	<p>- Donors -Organizations -Embassies -National Assembly</p>
SENATE	4-Strengthening capacity of the Information and public relation Department	<p>-Public awareness on the role and responsibility and action of parliament in the process of good governance</p>	<p>-Implement IT Development Plan and Public Relations with participation from foreign experts</p> <p>-Enhance dissemination on parliamentary performance through parliamentary provincial/municipal and regional</p>	<p>- Donors -Organizations -Embassies -Senate</p>

office

National Assembly	5. Strengthen the representative roles of the Parliament,	- Improving (close) contacts with people,	- Establishing network to channel public requests to Parliament, - Provide supports for activities of MPs in the constituencies,	- Donors - Organizations - Embassies - National Assembly
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SENATE	5 - Strengthen parliamentary representation	- Enhance close relations between parliamentarians and citizens in provincial/ municipal and regional constituents	- Establish network to convey requests of the public to parliament - Provide subordinate service to parliamentarians for any activities in municipal/provincial office and region - Study about increase of budget allocation for visiting electorates	- Donors - Organizations - Embassies - Senate
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National Assembly	6- Creation of student internship programs,	- Provide the National Assembly with experienced officials who had been through job training on Parliament, - Student interns can demystify the workings of the Parliament to the general public and can be of a regular citizen with clear understanding of the proceeding of the Parliament.	- Provide students, who have completed university study, with the opportunity to come to learn to work at the Parliament,	- Donors - Organizations - Embassies - National Assembly
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SENATE	6 - Training program for students	<p>-Provide the parliament with specialized staff who are responsible for training on the genuine practice of parliamentary work</p> <p>Students who conduct their internship in parliament become disseminator of parliamentary work to the public and to make simple citizens precisely understand on parliamentary process</p>	<p>-Provide opportunity to students who are fresh graduate from university to have their practicum-internship in parliament</p>	<p>- Donors -Organizations -Embassies -Senate</p>
SENATE	7 - Participation in the law drafting process from initial stage by MPs	<p>-MPs shall participate in the law drafting process from initial stage</p>	<p>-Strengthen representation role by organizing workshop to develop cooperation between line ministry, Jurist Council of the Royal Government with parliament</p>	<p>- Donors -Organizations -Embassies -Senate</p>

Long-term action plan on capacity building of the Parliament (2014-2018)

Institute	Aims	Expected results	Actions	Years of	Responsible	Budget
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**implementation
(2014-2018)** **by**

National Assembly	1. Creation of in-house capacity building units to train MPs and General Secretariat staff,	<ul style="list-style-type: none"> - MPs capacity building and guaranteed jobs for officials - Ensure human resource development and the development of Information Technologies 	<ul style="list-style-type: none"> - Parliament and development partners cooperate in establishing the training unit, - Training of trainers - Financing the trainings 	<ul style="list-style-type: none"> - Donors - Organizations - Embassies - National Assembly
SENATE	1- Establishment of Parliamentary Center	<ul style="list-style-type: none"> - Capacity development of parliamentarians and staff shall be sustainable 	<ul style="list-style-type: none"> - Parliament and development partners are cooperated to establish Parliamentary Center 	<ul style="list-style-type: none"> - Donors - Organizations - Embassies - Senate
National Assembly	2. strengthening the role in budget formulation and supervisory/oversight	<ul style="list-style-type: none"> - Commissions acquire experience in budget formulation and oversight - MPs will gain experience in taking parts in the process of budget formulation and oversight, - Support staff members become competent in providing ideas and research for documents relating to the Commissions, 	<ul style="list-style-type: none"> - Seminars, - Trainings - Experience exchange with foreign Parliaments, 	<ul style="list-style-type: none"> - Donors - Organizations - Embassies - National Assembly
SENATE	2 - Strength role of preparation and oversight budget	<ul style="list-style-type: none"> - Culture of parliamentary participation in preparation of budget and oversight the 	<ul style="list-style-type: none"> - Development partners provide technical and financial support to responsible commission and other 	<ul style="list-style-type: none"> - Donors - Organizations - Embassies

		implementation of budget shall be strengthened at a institutional level of institution together with commission level	commission	-Senate
National Assembly	3. Developing the auditing capacities of the Parliament,	- Parliament acquire competency in overseeing the implementation of national budget,	- Seminars - Study tours - Permanently formulate implementing procedure and mechanism,	- Donors - Organizations - Embassies - National Assembly
SENATE	3-Strengthen auditing capacity of parliament	-Partnership is developed between parliament and the National Auditing Authority and other agencies	-Workshop -Study tour -Design procedure and regular operational mechanism	- Donors - Organizations - Embassies - Senate
National Assembly	4-Strengthening the representation capabilities of Members of Parliament,	- MPs acquire knowledge on their roles to represent people, - MPs acquire knowledge on their roles to represent the nation (Members of the National Assembly), - New Members acquire knowledge of their roles and duties as Representatives,	- Acquire means and knowledge about representative roles, - Constituent public forums - Study tour within the country and oversea, - Round-table meetings/forum - Trainings	- Donors - Organizations - Embassies - National Assembly
SENATE	4-Strengthen	-Municipal/provincial	-Resume training capacity of staff	- Donors

**representation capacity
of parliamentarians**

constituent and regional
office play role as genuine
subordinate for
parliamentarians in the
representation function
of people

in constituent office
Continue equip office with
working facilities

-Arrange study-tour to
foreign parliament

-Organizations
-Embassies
-Senate

**SENATE 5-Recommend to
develop IT**

-Both houses hold adequate
facility to process with
quality and efficiency

-Development partners contribute
to install necessary IT for both
houses

-Donors
-Organizations
-Embassies
-Senate
