



**The Royal Government of Cambodia**

**National Committee for Sub-National Democratic Development**

**Guideline  
on  
Formulation of the Capital, Provincial  
Development Plan**

**October 2013**

library.ncdd.gov.kh



014829

## Content

Inter-Ministerial Prakas.....	ii
Part 1: Principles of Formulation of Capital/Provincial Five-year Development Plan....	1
Part 2: Stakeholders in Formulation of Capital/Provincial Development Plan .....	2
Part 3: C/P Development Planning Process .....	4
1. Step 1: Preparation and information dissemination of C/P development planning process.....	4
Sub-step 1-1: Preparation of documents and information .....	5
Sub-step 1-2: Meeting for information dissemination of formulating CPDP .....	7
2. Step 2: Formulation of draft CPDP .....	8
Sub-Step 2-1: Meeting on situational analysis and preparation of draft development framework of C/P.	8
Sub-Step 2-2: Review, revision and approval of development framework.....	9
Sub-Step 2-3: Preparation of medium-term expenditure framework.....	10
Sub-Step 2-4: Preparation of M&E framework .....	10
Sub-Step 2-5: Preparation of a draft CPDP .....	11
Sub-Step 2-6: Consultative meeting on a draft CPDP .....	11
Sub-Step 2-7: Review and comment on a draft CPDP by BOG.....	12
Sub-Step 2-8: Review and comment on a draft CPDP by TFC .....	12
3. Step 3: Approval and dissemination of CPDP .....	13
Sub-Step 3-1: Approval of CPDP.....	13
Sub-Step 3-2: Publication and dissemination of CPDP book.....	15
Part 4: Structure of CPDP and Instruction on Content of CPDP Book .....	16
4.1. Structure of CPDP Book .....	16
4.2. Instruction on the Content of CPDP Book.....	17
Appendix .....	27
Appendix 1: List of Tables .....	28
Table 1.1: Sample format of development planning calendar .....	28
Table 1.2: Table of Situational Analysis of Stakeholder.....	29
Table 1.3: Consolidated Table of Situational Analysis of Stakeholder.....	30
Table 2.1: Table of Prioritized Situational Analysis of C/P.....	31
Table 2.2: Table of C/P Development Framework.....	32
Table 2.3: M&E.....	36
Appendix 2: Relationship between Problem Tree and Solution Tree .....	38

**Kingdom of Cambodia**

**Nation Religion King**



**Ministry of Interior and Ministry of Planning**

**No.3514 PrK**

**Inter-Ministerial Prakas**

**on**

**Amendment of Article 1 of the Inter-Ministerial Prakas on Formulation of Development Plan and Three-Year Rolling Investment Program at Capital, Provinces, Municipalities, Districts, Khans**

\*\*\*\*\*

**Minister of the Ministry of Interior and Minister of the Ministry of Planning**

- Having seen Constitution of Cambodia
- Having seen Royal Decree No. NS/RKT/0908/1055 dated 15 July 2004 on the Appointment of the Royal Government of Cambodia;
- Having seen Royal Kram No. 02/NS/94 dated 20 July 1994 Promulgating the Law on the Organization and Functioning of the Council of Ministers;
- Having seen the Royal Kram No. NS/RKM/0196/08 dated 24 January 1996 promulgating the Law on the Establishment of the Ministry of Interior;
- Having seen the Royal Kram No. NS/RKM/0196/11 dated 24 January 1996, promulgating the Law on the Establishment of the Ministry of Planning;
- Having seen the Royal Kram No. NS/RKM/0508/017 dated May 24, 2008 promulgating the Law on the Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans;
- Having seen the Royal Kram No. NS/RKM/0301/05 dated March 19, 2001 promulgating the Law on the Administrative Management of the Communes/Sangkats
- Having seen the Royal Decree No. NS/RKM/1208/1429 dated December 31, 2008 on the Establishment of the National Committee for Sub-National Democratic Development;
- Having seen Sub-decree No. 215 OrNKR.BK dated 14 December 2009 on Roles, Duties and Working Relationship of the Phnom Penh Capital Council and Board of Governors, and the Khan Council and Board of Governors of the Phnom Penh Capital;
- Having seen Sub-decree No. 216 OrNKR.BK dated 14 December 2009 on Roles, Duties

- and Working Relationship of the Provincial Council and Board of Governors, Municipal Council and Board of Governors and District Council and Board of Governors;
- Having seen Sub-decree No. 219 OrKr.BK dated 14 December 2009 on Development Plan and Investment Program of the Capital, Provinces, Municipalities, Districts and Khans;
  - Having seen Sub-decree No. 152 OrKr.BK dated 06 December 2010 on amendment of Article 12 of Sub-decree on Development Plan and Three-Year Rolling Investment Program of the Capital, Provinces, Municipalities, Districts and Khans;
  - Having seen Inter-Ministrial Prakas No. 2417/Br.Kor dated on 27 December 2010 on Formulation of Development Plan and Three-year Rolling Investment Program at Capital, Provinces, Municipalities, Districts and Khans;
  - Referring to decision of the eighth-NCDD meeting on 30 May 2013;

### **Decide**

#### **Article 1:**

Amendment of article 1 of Inter-Ministrial Prakas No. 2417/Pr.K dated on 27 December 2010 on Formulation of Development Plan and Three-year Rolling Investment Program at Capital, Provinces, Municipalities, Districts and Khans is as follows:

#### **New Article 1:**

This Prakas has a purpose to instruct Capital, Provincial, Municipal, District and Khan Council to formulate, approve, and implement development plan and three-year rolling investment program for its administration by participation of and consultation with all stakeholders in its jurisdiction in accordance with the content of the guideline on formulation of development plan and investment program of the Capital, Provinces, Municipalities, Districts and Khans which was amended on October 2013.

#### **Article 2:**

This Prakas comes into effect from the date of its signature onwards.

	Phnom Penh, October 30 <sup>th</sup> , 2013
Deputy Prime Minister	Senior Minister
Minister of Ministry of Interior	Minister of Ministry of Planning

**Copy to:**

- Ministry of Royal Palace
- General Secretariat of Senate
- General Secretariat of National Assembly
- Office of Council of Minister
- Prime Minister's Cabinet
- NCDD Members
- Related Ministries, Institutions "For Information"
- Capital, Provincial, Municipals, Districts, Khans, Communes/Sangkats Hall "For Implementation"
- Archive

**Kingdom of Cambodia**  
**Nation Religion King**



**Ministry of Interior and Ministry of Planning**  
No. 2417 PrK

**Inter-Ministerial Prakas**  
**on**  
**Formulation of Development Plan and Three-Year Rolling Investment Program at**  
**Capital, Provinces, Municipalities, Districts, Khans**

\*\*\*\*\*

**Minister of the Ministry of Interior and Minister of the Ministry of Planning**

- Having seen Constitution of Cambodia
- Having seen Royal Decree No. NS/RKT/0908/1055 dated 15 July 2004 on the Appointment of the Royal Government of Cambodia;
- Having seen Royal Kram No. 02/NS/94 dated 20 July 1994 Promulgating the Law on the Organization and Functioning of the Council of Ministers;
- Having seen the Royal Kram No. NS/RKM/0196/08 dated 24 January 1996 promulgating the Law on the Establishment of the Ministry of Interior;
- Having seen the Royal Kram No. NS/RKM/0196/11 dated 24 January 1996, promulgating the Law on the Establishment of the Ministry of Planning;
- Having seen the Royal Kram No. NS/RKM/0508/017 dated May 24, 2008 promulgating the Law on the Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans;
- Having seen the Royal Kram No. NS/RKM/0301/05 dated March 19, 2001 promulgating the Law on the Administrative Management of the Communes/Sangkats
- Having seen the Royal Decree No. NS/RKM/1208/1429 dated December 31, 2008 on the Establishment of the National Committee for Sub-National Democratic Development;
- Having seen Sub-decree No. 215 OrNKr.BK dated 14 December 2009 on Roles, Duties and Working Relationship of the Phnom Penh Capital Council and Board

of Governors, and the Khan Council and Board of Governors of the Phnom Penh Capital;

- Having seen Sub-decree No. 216 OrNKr.BK dated 14 December 2009 on Roles, Duties and Working Relationship of the Provincial Council and Board of Governors, Municipal Council and Board of Governors and District Council and Board of Governors;
- Having seen Sub-decree No. 219OrKr.BK dated 14 December 2009 on Development Plan and Investment Program of the Capital, Provinces, Municipalities, Districts and Khans;
- Having seen Sub-decree No. 152 OrKr.BK dated 06 December 2010 on amendment of Article 12 of Sub-decree on Development Plan and Three-Year Rolling Investment Program of the Capital, Provinces, Municipalities, Districts and Khans;
- Referring to decision of the fifth meeting of the National Committee for Sub-National Democratic Development dated 16 November 2010;

## **Decision**

### **Chapter 1**

#### **General Provisions**

##### **Article 1.**

This Prakas has a purpose to instruct Capital, Provincial, Municipal, District and Khan Council to formulate, approve, and implement development plan and three-year rolling investment program for its administration by participated and consulted with all stakeholders in its jurisdiction in accordance with the content of the guideline on formulation of development plan and investment program of the Capital, Provinces, Municipalities, Districts and Khans under validity of this Inter-Ministerial Prakas.

##### **Article 1.**

Capital, Provincial, Municipal, District and Khan Council shall formulate its 5-year development plan no later than the second year of its mandate. Development plan of the Capital, Provinces, Municipalities, Districts and Khans is a strategic document for development of Capital, Provinces, Municipalities, Districts and Khans, and is a basic for preparation of 3-year rolling investment program of Capital, Provinces, Municipalities, Districts and Khans which shall be updated annually.

Article 3.

Capital, Provincial, Municipal, District and Khan Council shall ensure that 5-year development plan, 3-year rolling investment program, Medium Term Expenditure Framework, and its annual budget plan shall include development plan and budget of Ministries, Institutions, Line-departments, Units, and stakeholders which are under each council's jurisdiction.

Article 4.

Development plan and 3-year rolling investment program of Capital shall include development plan and 3-year rolling investment program of Khans and development plan and 3-year rolling investment program of Sangkats in jurisdiction of Capital.

Development plan and 3-year rolling investment program of Municipalities shall include development plan and investment program of Sangkats in jurisdiction of Municipalities.

Article 5.

Development plan and 3-year rolling investment program which are approved by the Capital, Provincial, Municipal, District and Khan Council are official documents, and each Council shall immediately and publicly disseminate this document in its jurisdiction.

## **Chapter 2**

### **Mechanism and duty in formulation and implementation of development plan and 3-year rolling investment program**

Article 6.

The formulation process of development plan and 3-year rolling investment program is under direction and supervision of the Capital, Provincial, Municipal, District and Khan Council. The main duties of the Council are:

- Monitor and participate in the formulation process of development plan and 3-year rolling investment program;
- Guide policy for the formulation process of development plan and 3-year rolling investment program;



- Review and approve working calendar for the formulation process of development plan and 3-year rolling investment program;
- Review and approve the development plan and 3-year rolling investment program
- Review and approve the proposal for amendment of development plan and 3-year rolling investment program;
- Monitor and evaluate annually on the implementation of development plan and 3-year rolling investment program.

#### Article 7.

In the formulation process of development plan and 3-year rolling investment program, Committees of Capital, Provincial, Municipal, District and Khan Council have main duties as following:

- Involve in the formulation process of development plan and 3-year rolling investment program;
- Facilitate the participation of all stakeholders in the formulation process of development plan and 3-year rolling investment program;
- Beside the above duties, Technical Facilitation Committee of Capital, Provincial, Municipal, District and Khan Council has duty to review and provide comments on draft development plan and 3-year rolling investment program before the Council's review and approval.

#### Article 8.

In the formulation process of development plan and 3-year rolling investment program, Capital, Provincial, Municipal, District and Khans' Board of Governors, on behalf of its Council, has main responsibilities as followings:

- Lead and facilitate the formulation of development plan and 3-year rolling investment program following the guidance of Council in cooperation with stakeholders;
- Lead workshops and consultative forums in the formulation of development plan and three-year rolling investment program;
- Submit the development plan and three- year rolling investment program to the council for review and approval;
- Monitor and evaluate the implementation of development plan and three-year rolling investment program.

Article 9.

In the formulation process of development plan and 3-year rolling investment program, planning working group of the Capital, Provinces, Municipalities, Districts and Khans has main responsibilities as followings:

- Prepare draft policy guidance of the Council;
- Prepare draft calendar for the formulation process of development plan and 3-year rolling investment program;
- Lead and facilitate the formulation process of draft development plan and 3-year rolling investment program;
- Prepare workshops and consultative forums with stakeholders in the formulation of draft development plan and three-year rolling investment program;
- Prepare draft development plan and three-year rolling investment program.

Article 10.

In the formulation process of development plan and 3-year rolling investment program, Divisions and Offices of the Capital, Provincial, Municipal, District and Khan Administration has the following main duties:

- Assist the Council and Board of Governors in leading and facilitating the formulation process, approving, and monitoring and evaluating the implementation of development plan and 3-year rolling investment program;
- Cooperate with planning working group in leading and facilitating the formulation of development plan and 3-year rolling investment program;
- Involve in situation analysis and consultation for the formulation of development plan and 3-year rolling investment program;
- Coordinate and participate in training on the formulation of development plan and 3-year rolling investment program.

### **Chapter 3**

#### **The Formulation Process of Development Plan and 3-Year Rolling Investment Program at Capital, Provinces, Municipalities, Districts and Khans**

Article 11.

Capital, Provincial, Municipal, District and Khan's Council shall prepare its development plan and 3-year rolling investment program through the process which are participated and consulted with citizens, different categories of the Council, Capital, Provincial, Municipal, District and Khan's Hall, line-departments, relevant units, civil

society organization, private sectors, and other stakeholders in its jurisdiction.

To formulate development plan and 3-year rolling investment program with quality and in consistence with Article 5 of Sub-Decree No.219, Capital, Provincial, Municipal, District and Khan's Council shall prepare policy guidance, and clear calendar on the formulation process of planning based on priority needs of local, potentials of the Capital, Provinces, Municipalities, Districts and Khans, and national policy.

Policy guidance of the Council shall prepare through by-law (Deika) or decision of the Council.

Any expenses of formulating development plan and 3-year rolling investment program are the responsibility of each Council's budget.

#### Article 12.

Capital, Provincial, Municipal, District and Khan's Council shall prepare its 5-year development plan comprising of main contents as following:

- **Socio-economic situation:** brief description of current situation, and challenges related to economic, social, land use, natural resource management and environment, disaster management, climate change, and administrative management.
- **Development framework:** describe vision, goal, objectives, development strategy, medium term expenditure framework of development plan;
- **Monitor and evaluate the implementation of development plan:** describe the responsible persons and participants in assessing evaluation method and report preparation.

#### Article 13.

In the formulation process of development plan, Capital, Provincial, Municipal, District and Khan's Council shall pay attention on important activities as following:

- Preparation for the formulation of development plan;
- Dissemination of information on the process and procedure for the formulation of development plan;
- Formulation of development plan through situation analysis and preparation of development framework, and
- Approval of development plan

Article 14.

Capital, Provincial, Municipal, District and Khan's Council shall prepare its 3-year investment program including main contents as following:

- **Socio-economic situation:** brief description of socio-economic in current situation, challenges, and priority needs of the Capital, Provinces, Municipalities, Districts and Khans;
- **Project of 3-year rolling investment program:** describe investment project, medium term expenditure framework, and action plan for implementing first year project of 3-year rolling investment program.
- **Monitoring and evaluation of implementing investment program:** describe the responsible persons and participants in assessing evaluation method and report preparation.

Article 15.

Capital, Provincial, Municipal, District and Khan's Council shall prepare its 3-year rolling investment program based on development plan. Three-year rolling investment program shall be updated annually. Important activities of 3-year rolling investment program process are:

- Situation analysis based on identification of priority problems and needs;
- Preparation of 3-year rolling investment program;
- Approval of 3-year rolling investment program

Article 16.

Ministry of Planning shall assist Capital, Provincial, Municipal, District and Khan's Council in preparing information on the progress of implementing CMDGs, socio-economic profile of the Capital, Provinces, Municipalities, Districts and Khans, Commune/Sangkat database, and other related data concerning with the formulation of development plan and 3-year rolling investment program of the Capital, Provinces, Municipalities, Districts and Khans.

Article 17.

After the Council's review and approval of draft development plan at Capital/ Provinces, Capital/ Provincial Board of Governors shall revise based on the decision of Capital/ Provincial Council, and submit revised draft development plan to Capital/ Provincial Governor to review, and then submit to NCDD Secretariat. NCDD Secretariat shall copy the draft and send to Ministry of Interior, Ministry of Planning,

and Ministry of Economy and Finance, and shall coordinate, review, consult on draft development plan with above three Ministries, as well as related institutions to review and give comments on legality and consistency of the plan with national policy, law, and legal documents. After review and consultation, the Secretariat shall prepare key note asking for comments from the Minister of Ministry of Interior to review and give conformity. Review and comments on draft development plan shall be conducted within 30 days starting from the day of receiving request for review and comments from Capital/Provincial Governor. This period includes time spending for consultation with relevant Ministries and Institutions, and makes contact with Capital/Provincial Governor for clarification and agreement on comments provided by Ministry of Interior on draft of Capital/Provincial development plan.

In the event that there is no agreement between Capital/Provincial Governor and Ministry of Interior on the content of draft of Capital/Provincial development plan, Ministry of Interior shall report and request to NCDD to coordinate and solve the problem.

Within this period (30 days), if there is no written response from the Ministry of Interior to Capital/Provincial Governor the draft development plan shall be considered received conformity from the Ministry of Interior.

#### Article 18.

After the Council's review and approval of draft development plan at Municipality, District and Khan, Municipal, District and Khan's Board of Governors shall revise based on decision of Municipal, District and Khan Council, and submit revised draft of development plan to Municipal, District and Khan's Governor to review and send to Capital and Provincial Governor for review and comments on legality and consistency of this plan with national policy, law, and legal documents. Capital and Provincial Governor shall review and give comments on the draft development plan within 30 days starting from the day of receiving requests for review and comments by Municipal, District and Khan's Governor in close cooperation with relevant line-departments and units. This period includes time spending on making contact between Municipal, District and Khan's Governor and Capital and Provincial Governor for clarification and agreement on comments provided by Capital and Provincial Governor on the draft of Municipal, District and Khan's development plan.

In the event that there is no agreement between Municipal, District and Khan's Governor and Capital/Provincial Governor on the content of draft of Municipal, District and Khan's development plan, Capital/Provincial Governor shall report and request to

NCDD Secretariat to coordinate and solve the problem.

Within this period (30 days), if there is no written response from Capital/Provincial Governor to Municipal, District and Khan's Governor the draft development plan shall be considered received conformity from the Capital/Provincial Governor.

Capital/Provincial Governor shall consider on legality, consistency of the content of development plan compared to national policy, law on administrative management of Capital, Provincial, Municipal, District and Khan Administration, and related legal documents.

#### Article 19.

Capital, Provincial, Municipal, District and Khan's Board of Governors shall publish, distribute, and disseminate publicly the development plan and 3-year rolling investment program of Capital, Provinces, Municipalities, Districts and Khans which are approved by the Council, and keep in Capital, Provincial, Municipal, District and Khan Hall, Capital and Provincial Department of Planning, Municipal, District and Khan Office of Planning, and send to Ministry of Planning, Ministry of Interior, Ministry of Economy and Finance, and other stakeholders.

#### Article 20.

Development plan and 3-year rolling investment program of Capital, Provinces, Municipalities, Districts and Khans, and request for amendment of development plan and 3-year rolling investment program of Capital, Provinces, Municipalities, Districts and Khans shall be approved by supporting vote of more than half of the total members of councilors of the Capital, Provinces, Municipalities, Districts and Khans.

In case that the Capital, Provincial, Municipal, District and Khan Councils shall be dissolved before its mandate according to Article 24 of Law on Administrative Management of Capital, Provincial, Municipal, District and Khan Administration, the new Capital, Provincial, Municipal, District and Khan Councils can completely accept existing development plan and 3-year rolling investment program, or can revise development plan and 3-year rolling investment program of the Capital, Provinces, Municipalities, Districts and Khans for remaining mandate.

## **Chapter 4**

### **Implementation of Development Plan and 3-Year Rolling Investment Program of the Capital, Provinces, Municipalities, Districts and Khans**

#### **Article 21.**

After approval of development plan and 3-year rolling investment program, the Capital, Provincial, Municipal, District and Khan Council shall instruct Board of Governors of the Capital, Provinces, Municipalities, Districts and Khans to manage the implementation of development plan and 3-year rolling investment program with transparency, accountability, participation and effectiveness.

#### **Article 22.**

Capital, Provincial, Municipal, District and Khan Governors shall implement projects and activities of development plan and 3-year rolling investment program in accordance with the law, provision on public procurement, such as procurement on construction work, materials or goods, and services, etc.

## **Chapter 5**

### **Monitoring, Evaluation and Report**

#### **Article 23.**

Capital, Provincial, Municipal, District and Khan Council shall instruct Capital, Provincial, Municipal, District and Khan Governors to monitor and evaluate the implementation of development plan and 3-year rolling investment program, including the projects and activities which are implemented and managed in the jurisdiction of the Council:

- Same category of Council;
- Different category of Council;
- Line-departments and Units;
- Other stakeholders, such as civil society organization and private sectors.

#### **Article 24.**

Capital, Provincial, Municipal, District and Khan's Board of Governors shall evaluate the result and achievement of the implementation of 3-year rolling investment program with transparency, effectiveness, and stakeholders' participation.

Capital, Provincial, Municipal, District and Khans' Board of Governors shall

evaluate the result, achievement and impact of the implementation of Capital, Provincial, Municipal, District and Khan's development plan in the last 6 months of the Council's mandate with transparency, effectiveness, and stakeholders' participation.

Procedures of evaluating implementation of development plan and 3-year rolling investment program of the Capital, Provinces, Municipalities, Districts and Khans shall follow the instruction of NCDD.

#### Article 25.

At the end of each year, Capital, Provincial, Municipal, District and Khan's Board of Governors shall prepare annual report on the implementation of 3-year rolling investment program for the Council to review and approve. The content of report includes:

- Implementation progress in previous year;
- Target for implementation of forthcoming year;
- Conclusion.

Besides annual report on the implementation of 3-year rolling investment program, the Capital, Provincial, Municipal, District and Khan's Board of Governors shall prepare other reports to regularly report to the Council.

#### Article 26.

Capital, Provincial, Municipal, District and Khan's Council shall approve annual report on the implementation of 3-year rolling investment program and report on the result of monitoring and evaluation no more than 45 days after the end of each year.

Annual report of Capital and Provinces shall be submitted to National Committee for Sub-National Democratic Development, Ministry of Interior, Ministry of Planning, Ministry of Economy and Finance, and stakeholders.

Annual report of Municipalities, Districts and Khans shall be submitted to National Committee for Sub-National Democratic Development, Ministry of Interior, Ministry of Planning, Ministry of Economy and Finance, and stakeholders.

Annual report which is approved by Capital, Provincial, Municipal, District and Khan's Council shall keep in Capital, Provincial, Municipal, District and Khan Hall, line-departments, and Office of Planning of Capital, Provinces, Municipalities, Districts and Khans.



## **Chapter 6**

### **Preparation and Dissemination of the Guideline on Development Plan and Three-Year Rolling Investment Program of Capital, Provinces, Municipalities, Districts and Khans**

#### **Article 27.**

Ministry of Planning and as of chairperson of sub-committee on sub-national development plan of NCDD shall cooperate with Ministry of Interior, Ministry of Economy and Finance, NCDD Secretariat, Ministries, Institutions, and stakeholders in order to disseminate and instruct to use the guideline on development plan and 3-year rolling investment program of Capital, Provinces, Municipalities, Districts and Khans in consistent with the content and important activities as stated in Article 13, 14, 15, and 16 of this Prakas.

#### **Article 28.**

Ministry of Planning and as of chairperson of sub-committee on sub-national development plan of NCDD can revise the guideline on development plan and 3-year rolling investment program of Capital, Provinces, Municipalities, Districts and Khans as necessary after discussion with Ministry of Interior, NCDD Secretariat, and other stakeholders.

#### **Article 29.**

Ministry of Planning and as of chairperson of sub-committee on sub-national development plan of NCDD shall cooperate with NCDD Secretariat, and stakeholders to prepare documents, dissemination program and training to all stakeholders at both national and sub-national level on procedures of development plan and 3-year rolling investment program of the Capital, Provinces, Municipalities, Districts and Khans as stated in this guideline.

## **Chapter 7**

### **Final Provisions**

Article 30.

This Prakas is not applied for the Inter-Ministerial Prakas on Commune/Sangkat Development Plan and Investment Program; however, the both Prakas have close relations with each others, especially for Sangkat under Capital jurisdiction, and Sangkat under Municipal jurisdiction.

Article 31.

Any Prakas and Instructions those contents contradict to this Inter-Ministerial Prakas shall be abrogated.

Article 32.

This Prakas is valid from the date of its signature onwards.

Phnom Penh Capital, 27 December 2010

<b>Deputy Prime Minister</b>	<b>Senior Minister</b>
<b>Minister of Ministry of Interior</b>	<b>Minister of Ministry of Planning</b>

**Copy to:**

- Ministry of Royal Palace
- General Secretariat of Senate
- General Secretariat of  
National Assembly
- Office of Council of Minister
- Prime Minister of Cabinet
- NCDD members
- Related Ministry, Institutions

**Sar Kheng**

**Chhay Thorn**

**“For information”**

- Capital, Provincial, Municipal,  
District, Khan, Commune/Sangkat Hall “For function”
- Archive

**Guideline on  
Capital/Provincial  
Five-year Development  
Plan**

**Guideline**  
**on**  
**Capital/Provincial Five-year Development Plan**

Guideline on the formulation of the Capital/Provincial Development Plan (CPDP) is revised based on Law on Administrative Management of the Capital, Provinces(C/P), Municipalities, Districts and Khans (MDK) and Sub-Degree, and Inter-Ministerial Prakas on the Development Plan and Three-Year Rolling Investment Programme of the C/P and MDK.

**Part 1: Principles of Formulation of Capital/Provincial Five-year Development Plan**

The formulation of the CPDP shall be based on the principles as follows:

1. Information sharing
2. Transparency
3. Consistency and harmonization
4. General consultative participation
5. Responsiveness of the needs
6. Democratic accountability
7. Socio-economic effectiveness and accuracy
8. Ensuring natural resources and environment sustainability; and
9. Ensuring equity

## **Part 2: Stakeholders in Formulation of Capital/Provincial Development Plan**

### **2.1. Capital/Provincial(C/P) Council**

The roles of C/P council in the C/P development planning process are:

- Instructing general policy for preparing content of development plan
- Reviewing and approving a C/P development planning calendar
- Participating in the process of formulating development plan
- Conducting monitoring and evaluation (M&E) on the implementation of the CPDP
- Reviewing and approving CPDP
- Reviewing and approving requests for amendment to CPDP as needed

### **2.2. Technical Facilitation Committee (TFC) and other Committees of the C/P Council**

The roles of TFC and other committees of the C/P council in the C/P development planning process are:

- Participating in the C/P development planning process
- Coordinating the participation of relevant parties in the C/P development planning process
- Reviewing and advising the C/P council before the council approves the draft CPDP

### **2.3. C/P Board of Governors (BOG)**

The roles of BOG, on behalf of C/P council, in the C/P development planning process are:

- Leading and facilitating the needs for the C/P development planning process according to advices from C/P council; and cooperate with relevant parties
- Leading workshops, and consultative forums in the development planning process
- Reviewing and advising on draft CPDP before submitting to the C/P council for approval
- Submitting the draft CPDP to the C/P council for review and approval
- Conducting monitoring and evaluation (M&E) on the implementation of the CPDP

### **2.4. Planning Working Group (PWG)**

The roles of the PWG on CPDP and CPIP in the C/P development planning process are:

- Preparing the draft council policy guidance
- Preparing the draft C/P development planning calendar
- Leading and facilitating the process of formulating CPDP
- Organizing workshops and consultative forums with relevant parties in the C/P development planning process
- Preparing the draft CPDP

## **2.5. Divisions of C/P Hall Administration**

The roles of the divisions in C/P administration in CPDP are:

- Assisting C/P council and BOG in leading and facilitating the process of developing, approving and M&E on the implementation of CPDP
- Cooperating with PWG in leading and facilitating the process of formulating CPDP
- Participating in C/P situational analysis
- Participating in consultative meetings on CPDP

## **2.6. C/P Line Departments and Units**

The roles of the C/P line departments and units in the C/P development planning process are:

- Participating and giving information related to development planning
- Participating in C/P situational analysis
- Participating in consultative meetings on CPDP

## **2.7. Municipalities, Districts and Khan (MDK) Councils**

The roles of MDK councils in C/P development planning process are:

- Participating and giving information related to the development planning
- Participating in consultative meetings on C/P development planning

## **2.8. Citizens**

In the C/P development planning process, citizens have their rights in:

- Identifying the prioritized problems and needs through their participation in the formulation process of the Commune/Sangkat (C/S) development plan
- Participating in consultative meetings on the C/P development planning
- Participating in M&E on the implementation of CPDP

## **2.9. Civil Society Organizations and Private Sector**

In the process of the C/P development planning, civil society organizations and private sector can:

- Participate and give information related to the development planning
- Participate in C/P situational analysis
- Participating in consultative meetings on the C/P development planning

### **Part 3: C/P Development Planning Process**

The C/P council ensure its CPDP and MTEF shall be included the development plan of Ministries, Institutions, Line-Departments, Units, and stakeholders which are under the jurisdiction of provincial council.

The C/P council shall be responsible in the preparation and approval of CPDP which will be updated annually through three-year rolling capital/provincial investment programme (CPIP). Therefore, the process of CPDP is under the direction and management of provincial council.

Capital five-year development plan should include Khan five-year development plan, and development plan of the Sangkat in the capital council jurisdiction.

There are three steps of the C/P development planning as below:

- Step 1: Preparation and information dissemination of C/P development planning process
- Step 2: Formulation of Draft CPDP
- Step 3: Approval and dissemination of CPDP

#### **1. Step 1: Preparation and information dissemination of C/P development planning process**

##### **A) Purpose**

- To prepare and disseminate documents and information concerning to CPDP formulation: CPDP formulation process, table of situational analysis, policy guidance of C/P council, development planning calendar, data, and other related documents for formulating CPDP.

##### **B) Expected outputs**

- Table of situational analysis prepared by each stakeholder
- Consolidated table of situational analysis
- Policy guidance of C/P council
- Development planning calendar
- Other related documents such as Sub-national CMDG scorecard, the updated C/P profile, and sector data
- Better understanding on the process and tasks for formulating CPDP among the stakeholders on
  - Consolidated table of situational analysis
  - Policy guidance, and
  - Development planning calendar.

### **C) Procedure**

Step 1 is divided into two sub-steps as below:

- Sub-Step 1-1      Preparation of documents and information
- Sub-Step 1-2      Meeting for information dissemination of formulating CPDP

#### **Sub-step 1-1: Preparation of documents and information**

##### **A) Expected Outputs**

- Table of situational analysis of stakeholder
- Consolidated table of situational analysis of stakeholder
- Policy guidance of C/P council
- Development planning calendar
- Other related documents such as Sub-national CMDG scorecard, the updated C/P profile, and sector data

##### **B) Tasks**

- Formulation of development planning calendar
- Preparation of table of situational analysis of stakeholder
- Formulation of policy guidance of C/P council
- Preparation of list of relevant documents

#### **1-1-1 Formulation of development planning calendar**

##### **A) Participants**

- C/P council
- C/P BOG
- PWG

##### **B) Expected output**

- Development planning calendar

##### **C) Task**

Development planning calendar is a workplan including activities, timeframe, locations, responsible persons and necessary resources (Table 1.1: Sample format of development planning calendar).

- PWG prepares draft development planning calendar.
- PWG submit to BOG for review and comment on draft of development planning calendar before submitting to council for review and approval.

#### **1-1-2 Preparation of table of situational analysis of C/P**

##### **A) Participants**

- Representative of C/P Council/representative of concerned committees
- Representative of C/P board of governors (BOG)
- C/P planning working group (PWG)



- Representatives of board of governors from all MDK in C/P
- Representatives of line-departments and divisions in C/P
- Representatives of civil society organizations in C/P
- Representatives of private sector in C/P
- Other concerned stakeholders as needed

B) Expected output

- Table of situational analysis prepared by each stakeholder
- Consolidated table of situational analysis of stakeholder

C) Task

To provide instruction on filling out the table of situational analysis to the municipalities, districts, Khans, C/P line departments and units, civil society organizations and private sector in the C/P:

- PWG organizes meeting with stakeholders to fill out the table of situational analysis.  
(Table 1.2: Table of Situational Analysis of stakeholder)
- After receiving table of situational analysis from stakeholders, PWG review and consolidate those tables into consolidated table of situational analysis of stakeholder (table 1.3).

**1-1-3 Formulation of policy guidance of C/P council**

A) Participants

- C/P Council
- C/P BOG
- PWG

B) Expected outputs

- Decision on promulgation of policy guidance of C/P council

C) Task

Policy guidance is a fundamental document for guiding and directing process of the CPDP and CPIP. This document should be prepared based on local needs, potentials in the jurisdiction of the C/P council and national policies. Policy guidance is based on as following:

- Local priority need based on consolidated table of situational analysis of C/P
- Potentials in the jurisdiction of the C/P council, and
- National policies

After preparing draft policy guidance, PWG shall follow as below:

- Submit the draft policy guidance to BOG for review and comment
- If necessary, PWG revised the draft based on comment of BOG
- Then, submit the draft policy guidance to C/P councilors for review, approval, and issue of decision on promulgation.

#### **1-1-4 Preparation of list of relevant documents**

##### **A) Participant**

- PWG

##### **B) Expected outputs**

- Copies of relevant documents
- List of relevant documents

##### **C) Task**

To prepare a list of relevant documents, PWG collects the documents necessary for planning such as Sub-national CMDG scorecard.

#### **Sub-step 1-2: Meeting for information dissemination of formulating CPDP**

##### **A) Participants**

- Representatives of C/P council
- BOG
- PWG
- Representatives of councils from all MDK
- Technical Facilitation Committee and Other committees of C/P council
- Representatives of sub-national council association
- Representatives of civil society organizations in C/P
- Representatives of private sector
- Concerned people as needed

##### **B) Expected output**

- The stakeholders have better understanding on the process and tasks for formulating CPDP.

##### **C) Tasks**

PWG prepares documents for presentation and distribution to the representatives before the Meeting. Main agenda of dissemination meeting is included as below:

- Presentation on:
  - Inter-ministerial Prakas on formulation of CPDP and CPIP
  - Policy guidance of C/P council
  - Formulation of CPDP
  - Consolidated table of situational analysis of C/P
  - C/P Profile
  - Progress of CMDG
  - Development planning calendar of C/P
- Others

## **2. Step 2: Formulation of draft CPDP**

### **A) Purpose**

- To prepare and formulate a draft CPDP

### **B) Expected output**

- Draft CPDP

### **C) Procedure**

Step 2 is divided into eight sub-steps as below:

Sub-Step 2-1	Meeting on situational analysis and preparation of draft development framework of C/P
Sub-Step 2-2	Review, revision and approval of development framework
Sub-Step 2-3	Preparation of medium-term expenditure framework
Sub-Step 2-4	Preparation of M&E framework
Sub-Step 2-5	Preparation of a draft CPDP
Sub-Step 2-6	Consultative meeting on a draft CPDP
Sub-Step 2-7	Review and comment on a draft CPDP by BOG
Sub-Step 2-8	Review and comment on a draft CPDP by TFC

### **Sub-Step 2-1: Meeting on situational analysis and preparation of draft development framework of C/P**

#### **A) Participants**

- BOG
- PWG
- Representatives of C/P line departments and divisions
- Representatives of councils from all MDK in C/P
- Representatives of civil society organizations in C/P
- Representatives of private sector in C/P

#### **B) Expected Outputs**

- Table of prioritized situational analysis of C/P (table 2.1)
- Draft development framework of C/P (table 2.2)

#### **C) Tasks**

1. PWG distributes the copies of the consolidated table of situational analysis of stakeholders for discussion.
2. Participants are divided into four groups (Economic component, Social component, Land use, natural resources, environment, climate change and disaster management Component, Administration, Security and Public Order Component), to discuss and agree on priority of problems, causes and solutions in the mandate of council by focusing

on gender needs (Table 1.2: Table of Situational Analysis of Stakeholder). The discussion use problem tree and solution tree which is analytical tool (appendix 2). Economic component consists of following such as industry, transportation, service, and investment, etc. Social component contains education, health, gender, poverty, religious, and migration, etc. Land use, natural resource, environment, disaster, and climate change management component is included land use, natural resource, environment, main disaster, climate change, etc. Administration and public security component contains governance, land management, statistics, public safety and security, border affair, etc.

3. After analysis, each group shall review for prioritization and copy the result of analysis into draft table of development framework by copying:

- *Problems, causes, and gender needs* into the table of situational analysis of C/P (table 2.1)
- *Goals, objectives and solutions* into the table of development framework based on each component.

( Table 2.2: Table of Development Framework)

4. Each group reviews the necessity to include the rest of priority problems from the Table of Situational Analysis of MDK which have not been raised by the group.

5. Each group presents the result of discussion in the Plenary Meeting in order to check, discuss, revise and prioritize.

### **Sub-Step 2-2: Review, revision and approval of development framework**

#### **A) Participants**

- Representatives of C/P council
- BOG
- PWG
- Committees of C/P council
- Concerned stakeholders who have relevant knowledge and experiences in planning

#### **B) Expected Output**

- Approved development framework

#### **C) Tasks**

1. PWG reviews, revises and finalizes draft development framework (table 2.2). In finalization of draft development framework, PWG invites representatives of council, council committees, BOG and concerned stakeholders who have relevant knowledge and experiences in planning to participate and provide advice.
2. BOG submits draft development framework to council for review and approval as a basis for BOG to prepare CPIP, especially the preparation of the first CPIP.
3. Council prepares their meeting to review and approve draft development framework of C/P.

### **Sub-Step 2-3: Preparation of medium-term expenditure framework**

Based on the scope of development indicators described above, this part should present calculation of needs for budget expenditure. The budget expenditure composes of two parts: current and capital expenditures. The calculation of these expenditures may not be perfect but it has to be done in order to have a basis in translating five-year development indicators into annual projects activities or development activities. Detailed guideline on the preparation of the medium term expenditure will be provided later by Ministry of Economy and Finance

### **Sub-Step 2-4: Preparation of M&E framework**

#### A) Participant

- PWG

#### B) Expected output

- M&E Plan

#### C) Tasks

1. PWG prepare M&E framework on CPDP
2. PWG prepare M&E procedure on implementing on CPDP

#### **2-4-1 Preparation of M&E framework on CPDP**

1. The council shall be responsible with monitoring and evaluation on the implementation of CPDP on an annual basis. The monitoring and evaluation should include parts of the CPDP which are under the management of:
  - Joint councils
  - Other categories of councils
  - Ministries, institutions, units of the royal government
  - Other relevant stakeholders
2. The formulation of strategies for monitoring and evaluation on the implementation of CPDP should focus on the following points:
  - Preparation of monitoring and evaluation workplan
  - Identification of monitoring and evaluation indicators
  - Identification of responsible persons for monitoring and evaluation
  - Identification of monitoring and evaluation methods
  - Identification of persons to participate in monitoring and evaluation.

#### **2-4-2 Preparation of Procedure on implementing M&E**

1. In the fourth quarter, BOG with the assistance of Planning and Investment Division collects data to fill out the table on M&E and prepare draft annual report on the implementation of the CPDP in cooperation with line department and units.

(Table 2.3: M&E)

The content of annual report should include;

- Activity progress from previous year
  - Planned activities to be carried out in upcoming year
  - Conclusions.
2. BOG reviews and revises draft annual report and submit to the council for review and approval.
  3. If necessary, C/P councilor checks progress of indicators and bottlenecks and advises as well as approves on draft annual report.
  4. C/P council instructs to BOG to disseminate approved annual report to all concerned stakeholders.
  5. BOG evaluates the result, achievement, and impact of the implementation of CPDP in the last 6 months of Council's mandate with transparency, effectiveness, and stakeholder's participation.

#### **Sub-Step 2-5: Preparation of a draft CPDP**

A) Participant

- PWG

B) Expected output

- Draft CPDP

C) Tasks

1. PWG prepares the draft of the CPDP in accordance with the structure of CPDP.
2. If necessary, PWG requests the organization concerned to write additional explanation for a draft CPDP.

#### **Sub-Step 2-6: Consultative meeting on a draft CPDP**

A) Participants

- People in Council jurisdiction
- Representative of C/P council
- BOG
- PWG
- Representatives of councils from MDK
- Representatives of councils of all sangkats in C/P
- Technical facilitation committee and other committees
- Representatives of civil society organizations in C/P
- Other concerned persons as needed

B) Expected output

- Revised draft CPDP

C) Tasks

1. PWG prepares the following documents for consultative meeting.
  - Meeting agenda
  - Presentation on the key content of draft CPDP
  - Invitation letters attached with draft CPDP
  - Other important documents requested by BOG
2. Consultative meeting is organized based on the following agendas:
  - Presentation of the documents prepared by PWG
  - If necessary, the meeting participants can be divided into groups for discussion on a draft CPDP which include development vision, goal, objective, development strategy, and current situation and challenges.
3. PWG revises a draft CPDP based on result of consultative meeting.

**Sub-Step 2-7: Review and comment on a draft CPDP by BOG**

A) Participant

- BOG

B) Expected Output

- Revised draft CPDP

C) Task

- BOG makes a final check and comment on a revised draft CPDP.
- PWG revises draft CPDP based on BOG's comment.

**Sub-Step 2-8: Review and comment on a draft CPDP by TFC**

A) Participant

- TFC

B) Expected Output

- Revised draft CPDP

C) Task

- TFC reviews and comments on a draft CPDP before submitting to C/P council.
- PWG revise draft CPDP based on TFC's comment.

### **3. Step 3: Approval and dissemination of CPDP**

#### **A) Purpose**

- To review, approve and disseminate the CPDP for the mandate of C/P council and use it for preparing CPIP.

#### **B) Expected output**

- Approved CPDP
- Content of CPDP is widely disseminated to citizens and stakeholders

#### **C) Procedure**

Step 3 is divided into two sub-steps as follows:

Sub-Step 3-1      Approval of CPDP

Sub-Step 3-2      Publication and dissemination of CPDP book

#### **Sub-Step 3-1: Approval of CPDP**

##### **3-1-1 Pre-work for C/P council meeting**

#### **A) Participants**

- BOG
- PWG
- Planning and investment division (PID) of C/P Hall
- Administrative Director of C/P Hall
- Other relevant person and observers as decided by chairperson of C/P council

#### **B) Expected outputs**

- Agenda
- Key note
- Presentation of draft CPDP
- Invitation letters

#### **C) Tasks**

PWG with the assistance of PID and Administrative Director of C/P Hall shall prepare as follows:

- meeting agenda
- key note
- a presentation on the draft CPDP
- invitation letters attached with the draft CPDP and other relevant documents, and send out the letters (these documents shall be sent to participants at least 3 days before the meeting)
- other tasks as instructed by the C/P governor.



### **3-1-2 C/P council meeting**

#### **A) Participants**

- C/P council
- BOG
- Relevant stakeholders

#### **B) Expected output**

- CPDP is checked, revised and approved by C/P council

#### **C) Tasks**

1. C/P governor reads key note and makes a presentation on draft CPDP.
2. C/P council reviews, discusses, and approves of the draft CPDP.

The meeting to review and approve the draft CPDP should be conducted in accordance with the internal rules of the C/P council.

### **3-1-3 Tasks after C/P council meeting**

#### **1. Revision of draft CPDP**

BOG shall revise the draft CPDP based on decision of C/P council. It then shall be submitted to the C/P governor for review and sent to NCDDS.

#### **2. Conformity on draft CPDP**

After receiving draft CPDP from C/P governor, NCDDS shall copy the draft and send to Ministry of Interior, Ministry of Planning, and Ministry of Economy and Finance, to coordinate, review, and consult on the draft CPDP with above three Ministries, as well as related institutions to review and give comments on legality and consistency of the plan with national policy, law, and legal documents. After review and consultation, NCDDS shall prepare key note asking for comments from the Minister of Interior to review and give conformity.

Review and comment on the draft CPDP shall be conducted within 30 days starting from the day of receiving request for review and comment from C/P governor. This period includes time spending for consultation with relevant Ministries and Institutions, and makes contact with C/P governor for clarification and agreement on comments provided by Ministry of Interior on the draft CPDP.

In case there is no agreement between C/P governor and Ministry of Interior on content of the draft CPDP, Ministry of Interior shall report and ask for solution from NCDDS.

During 30 days, if there is no response in written letter from Ministry of Interior to C/P governor, thus, the draft CPDP shall be considered to have received conformity from

Ministry of Interior.

In case there is suggestion to modify the draft CPDP made by Ministry of Interior, BOG considers and revises the draft CPDP in accordance with advices and submit to C/P council for review and re-approval only on the modification points.

### **3. Decision on promulgation of CPDP**

After receiving conformity from Ministry of Interior, BOG shall formulate decision on promulgation on CPDP and submit to council chairperson to sign. If necessary, C/P council can revise CPDP during the implementation of development plan.

#### **Sub-Step 3-2: Publication and dissemination of CPDP book**

##### **3-2-1. Publication of CPDP book**

BOG shall arrange for publication of CPDP books. The book shall be kept at C/P hall, Provincial Department of Planning and sent to the Ministry of Interior, Ministry of Planning, Ministry of Economy and Finance and other relevant stakeholders.

##### **3-2-2 Dissemination of CPDP book**

1. Council advises BOG to widely disseminate the content of CPDP to residents and relevant stakeholders.
2. Dissemination of the content of CPDP shall be conducted through various methods such as mass media, dissemination meeting, information board etc.

## **Part 4: Structure of CPDP and Instruction on Content of CPDP Book**

### **4.1. Structure of CPDP Book**

Decision on promulgation of CPDP

Preface

Introduction

C/P map

### **Chapter 1: Socio-Economic Situation**

1.1. Socio-Economic Summary Data

1.2. Current situation and challenges

1.2.1. Economic Situation

1.2.2. Social Situation

1.2.3. Land Use, Natural Resource, Environmental, Disaster, and Climate Change Management Situations

1.2.4. Administrative Management, Security and Public Order Situations

### **Chapter 2: Capital/Provincial Development Framework**

2.1. Development Vision

2.2. Development Goals

2.3. Development Objectives

2.4. Development Strategy

2.4.1. Economic Development Strategy

2.4.2. Social Development Strategy

2.4.3. Land Use, Natural Resource, Environmental, Disaster, and Climate Change Management Strategy

2.4.4. Administrative Management, Security and Public Order Strategy

2.5 Medium Term Expenditure Framework

### **Chapter 3: Monitoring and Evaluation of the Implementation of the Development Plan**

Annexes

## 4.2. Instruction on the Content of CPDP Book

- **Decision on Promulgation of CPDP**

The Decision on promulgation of CPDP shall be prepared after the cover. The main contents of the Decision shall include Prakas on promulgation of CPDP which was approved by C/P council, advice to C/P BOG in dissemination, implementation, and M&E on the implementation of CPDP. This decision shall be signed by C/P council chairperson.

- **Preface**

Preface should be in one separate page after the content and the length should be short (maximum 1 page). Preface should include the description of the significance of CPDP, acknowledgements to those participated in the process of CPDP formulation and express the expectation to have supports from the concerned stakeholders.

- **Introduction**

Introduction should be summarized in short and included after the page of preface and described the rationale, purpose and summary of CPDP.

- **C/P Map**

The C/P map should present the geographic situation, the economic, social and natural resource situation in C/P administration. The map should be prepared in A3 sized paper. The current existing symbols should be used on the map such as road, bridges, drainages, canals, administrative locations, schools, public health services centers, religious centers, rice fields and natural resources.

## Chapter 1: Socio-Economic Situation

### 1.1. Socio-Economic Summary Data

#### Important Information about the Capital/Province

Description	Unit	2014
Total land size	Km <sup>2</sup>	
Number of municipalities districts khans	M/D/K	
Number of communes and Sangkats	C/S	
Number of villages	Villages	
Total population	persons	
Total female	persons	
Rate of population growth	%	
Total households	households	

<b>Description</b>	<b>Unit</b>	<b>2014</b>
Rate of women headed households	%	
Rate of families who have..... as main occupation	%	
Rate of children out of schooling (aged from 6-14)	%	
Rate of illiterate people (aged from 15-60)	%	
Rate of illiterate women (aged from 15-60)	%	
Number of women delivered baby	persons	
Rate of women deliver baby with midwife	%	
Maternal mortality rate after delivery baby from 0-1 month in 100,000 birth	persons	
Rate of household used piped water	%	
Rate of household used well/pumped water	%	
Rate of households have latrine	%	

The figures for filling in the above table should be quoted from the latest village data book, C/S data book, and C/P profile. Some data such as provincial land size, number of municipalities, districts, communes, Sangkats and villages should be filled by province itself. C/P can also use additional information which is important for C/P in order to improve the quality of their development plan such as indicators of the Cambodia's Millennium Development Goals (CMDGs), targets indicated in the National Strategic Development Plan. However, adding too much information may undermine importance of the information.

## **1.2. Current Situation and Challenges**

This part should describe the available and potential resources in C/P which can be used to respond the needs of citizens and what are the main obstacles and challenges that hinder the development as well as response to the needs of citizens.

The present situation should be written based on the results of the situational analysis in step 2 of the development plan formulation process. This part should include important data tables or graphics and should be described as follows:

### **1.2.1. Economic Situation**

Each C/P should analyze and describe the main economic activities and supplemental economic activities in the C/P based on the result of the economic analysis.

The main economic activities refer to the activities that the majority of people make benefits and serve as main sources for supporting their daily livelihood in the C/P. Whereas, the supplemental

economic activities refer to the activities that some people get extra income to support their living in the C/P (even though these activities may provide higher income than the main economic activities).

For example, in the case of the capital, the majority of the people are businessmen/businesswomen so the main economic activity is business, even though the income from business is less than the other activities. Thus, this part should analyze real situation of business in the capital in regard to strengths and obstacles for sustainable business in the capital; and impact on living standard of people, especially for the business person in the capital. It should also describe what changes have happened to business (changing economic factors) and what the capital should do to prevent or manage these changes in order to ensure sustainability and development of business.

In the case of provinces in which most people practice rice cultivation, even though the income they get from rice cultivation is less than the income from other activities, the main economic activity of that province is agriculture. The description of provincial economic situation, the main economic activity is agriculture, is the same in concept as the description of capital economic situation as mentioned above.

Main activities in economic sector include:

**Business:** The main occupations in business sector include such as business, types of handicraft and repair. The business situation shall describe the potential and challenges of the business sector in C/P.

**Agriculture:** The main activities in agricultural sector include such as cultivations of rice, agro-industrial crops, cash crops, fish culture and livestock raising, land use and irrigation systems that support the agriculture. The agricultural situation shall describe the potential and challenges of the agricultural sector in C/P.

**Industry:** The main activities of industry include such as crafts, factories, enterprises, constructions. This part shall describe the potential and challenges of the industry in C/P.

**Transportation:** This part shall describe the potential and challenges of land and water transportation infrastructure of the C/P.

**Services:** This part shall describe the potential and challenges in the service sector which includes activities such as trade, public works, investment, water supply, electricity supply, markets, tourism and private sector.

**Investments:** This part shall describe the relation and collaboration between the private sector and the public sector to formulate development projects in C/P, such as the development of market, car park, roads and bridges. Therefore, the potential and main challenges related to investment should be included.

**International Relation and Collaboration:** This part shall describe the relation and collaboration with business person or local and overseas company or between C/P and neighborhood country for C/P development, such as establishment of C/P development zones, development of infrastructure, flood protection, and market's development. Therefore, it shall describe the potential and main challenges related to these tasks.

Besides the above-mentioned, C/P can add further points which are necessary for C/P to include in CPDP. The description shall be the same as above points focusing on potential and challenges.

#### **1.2.2. Social Situation**

Social situation should describe demography, public social services and people's safety in the C/P such as education, welfare, gender, poverty, domestic violence, women and child trafficking, promotion of human rights, religious situation and so on. The description should base on the result of the social analysis by focusing on important aspects as follows:

**Education:** describes the achievement of the education sector such as child education, education standards (such as enrollment of children in pre-school, primary school, dropout of school, class repetition, especially girls, literacy class).

**Health:** describes the people's health, in particular women's and children's health situation, level of access to health services, mother and child mortality rate, incidents caused by diseases (such as mother and child health, clean water, sanitation, youth issue and reproductive health)

**Gender:** This section shall describes the access to services, women participation in decision making and social activities, difficulties faced by women (but men do not face) or other social factors that women often face difficulties more than men.

**Poverty:** This section shall describes the level of poverty of the people in C/P by indicating main causes which make some families fall into poverty, causes that make poor families unable to improve their livelihood as well as reasons that some poor families are able to improve their living.

**Religions:** This section shall describe the type of religions and the population of each religion in C/P.

**Immigration and resettlement:** This section shall describe the situation of residents' resettlement from provinces to Phnom Penh Capital for other businesses, such as workers, motor-taxi, garment workers, and foreigners who stay in C/P as tourists or business person. Thus, this point shall describe the potential and main challenges related to those situations.

Besides the above aspects, the C/P can describe other social situation based on real situation of each province such as promotion of child right and people, prevention from child and women trafficking, prevention from domestic violence, interventions for old-aged people, retirees, orphans and vagabonds.

### **1.2.3. Land Use and Natural Resource, Environmental, Disaster, and Climate Change**

#### **Management Situations**

This part shall describe strengths (potential) and benefits of the C/P such as land and other natural resources; and challenges or obstacles related to land, natural resources and environment. This part shall describe types of risks, losses, damages, changes and any other negative impacts which have happened in C/P caused by people or by nature. The foundation for describing this part is the result of the analysis on land use and natural resource and environmental management by focusing on:

**Land use:** Types of land use (such as residential land, land for paddy rice cultivation, land for fruit tree plantation, land for investment, land for concession and land for conservation areas) and the main challenges in relation to the land use. Particularly, the land use for residence shall describe the potential and challenges related to type of residences, resettlement, organization and management of disorder building, and organize residential title.

**Natural Resources:** This part shall describes on the level of the main natural resource used by the people whose livelihood depends on those resources, and key challenges related to the natural resource such as land, forest, wildlife, fishery resources, lakes, streams, rivers and mines.

**Environment:** This part shall describe potential that the C/P has such as places for exercise, public gardens, waste disposal places; and any environment threats such as air pollution, disposal of solid and liquid waste.

**Major Disasters:** caused by storm, fire, unexploded ordnance, flood and so on.

**Climate change:** such as flood, drought, increased temperature and irregular level of rain.



#### **1.2.4. Administrative Management, Security and Public Order Situations**

This part shall summarize the important aspects of governance, territory management, population statistics, security and public order from the result of the analysis on administration, security and public order. Some data and information which can be used to describe this part are indicated in the summary information table such as C/P area, number of MDK, C/S and population statistics.

**Governance:** Strengths and challenges in relation to governance at C/P

**Territorial management:** describes strengths and challenges related to preparation and management of the territorial management such as border demarcation of the C/P, MDK, C/S and villages and other important areas in C/P, establishment of new villages, development of master plan.

**Statistic management:** describes strengths and problems related to civil registration

**Security and public order:** describes strengths and problems related to management of security and public order in the province and other major urban areas.

**The province next to national border shall include the border affairs:** convenience and difficulties in organizing and managing at border checking point and collaboration with neighboring countries.

## **Chapter 2: Capital/Provincial Development Framework**

This is an important chapter in the CPDP which should be written in thoughtful and meaningful manner based on potentials, problems and challenges based on the result of the socio-economic situation in C/P as described in chapter 1.

This chapter is written based on table of C/P development framework of which C/P council approved in Step 2's sub-step 2-2.

### **2.1. Development Vision**

Development vision should highlight what the council intends to achieve in terms of development in C/P.

The vision should not be too ambiguous over the capacity and ability of the C/P and cannot be implemented. However the vision should not be too simple which may lose efforts, waste of time and resources in the implementation. The content of the development vision should include provincial intention, improvement of socio-economic situation, better governance and responds to real development needs of the C/P.

The basis from the development vision should be written in the C/P development framework that has been reviewed and agreed in step 2 of the C/P development planning cycle.

### **2.2. Development Goals**

Development goal should describe the overall results that the C/P council expects to achieve through the implementation of the CPDP which contribute to accomplishing the vision.

The formulation of the development goals should be based on the content of the development vision identified in point 2.1 above. The C/P council should identify appropriate development goals by balancing with identified objectives. Moreover, the development goals should be written in four components such as economic component, social component, management of land use, natural resources, environment, climate change, and natural disaster component, , and administrative management, security and public order component.

In addition, in writing the development goals the C/P should also take into account the CMDGs and national policies.

### **2.3. Development Objectives**

Development objectives are the results that the council expects to achieve in each sector through the implementation of CPDP which contribute to accomplish the C/P development goals.

Development objectives should be realistic, measurable and achievable within a limited timeframe and respond to the development goals. Development objectives should be written by sector of the four components. Each development objective should have clear indicators based on the indicators of the C/P profile and CMDGs.

### **2.4. Development Strategy**

#### **2.4.1. Economic Development Strategy**

Economic development is a key pillar among other pillars of development of society. Therefore, this part should describe the core sectors for economic development in the C/P by taking into consideration of the ability and level of sustainability of economic potentials in sectors related to development of the C/P.

#### **2.4.2. Social Development Strategy**

Social development is also a key pillar among other key pillars of development of society. Therefore, this part should describe the expected social works that will contribute to local development process. The description of this part should include both hardware (physical) and software (non-physical) at present and future trend.

#### **2.4.3. Land Use, Natural Resource, Environment, Disaster, and Climate Change**

##### **Management Strategy**

Land, natural resources and environment are the absolute requirements for development activities. Sustainability of development depends on the existence of potentials, use and management of land, natural resources and environment; and human capacity. This part, therefore, should describe utilization and management of land, natural resources and environment by presenting challenges and future trend and based on the content of situational analysis in chapter 1 written above.

The strategy for land use and management of natural resources and environment should describe as areas (lands) which are used for residing, land for development zones, land which are used and managed by communities, legal basis determining change of use of the areas for different purposes and for conservation by attaching a land use map (if any). In addition, role and responsibilities of relevant units responsible for the use and management of land, natural resources and environment in C/P should be included in this part.

Based on the situation of the climate change and disaster described in chapter 1, this part should present the main strategy for management and mitigation of risks, accidents and damages caused by disaster and change or negative impact which have occurred and/or caused by human negligence. In addition, the role and responsibilities of relevant units responsible for management of disaster and adaptation with climate change in C/P; and resources needed for preparation and mitigation of disaster and adaptation with climate change.

#### **2.4.4. Administrative Management, Security and Public Order Strategy**

Based on the situation of the administrative management in chapter 1, this part should describe the strategy for management of administrative territory such as border demarcation of the C/P, MDK, C/S and villages, strengthening and maintenance of data and information, population statistics and other necessary information, measures for improving security, development and maintenance of landscape, environment and public order of the province.

#### **2.5 Medium Term Expenditure Framework (MTEF)**

Based on the scope of development indicators described above, this part should present calculation of needs for budget expenditure. The budget expenditure composes of two parts: current and capital expenditures. The calculation of these expenditures may not be perfect but it has to be done in order to have a basis in translating five-year development indicators into annual projects activities or development activities. Detailed guideline on the preparation of the medium term expenditure will be provided later by Ministry of Economy and Finance.

### **Chapter 3: Monitoring and Evaluation (M&E) on the Implementation of CPDP**

The M&E of implementation of the CPDP and achievements are required tasks and important for management work of the council. Monitoring is conducted to ensure that implementation reaches development goals as planned and plays as a basis for decision making (for encouragement or adjustment) on any inappropriate matters. Therefore, this part should describe the needs for M&E on the implementation of CPDP, mechanisms and methods for M&E on indicators, objectives, baseline indicators and timeframe for conducting the M&E on the implementation of CPDP.

This chapter is written based on M&E framework as prepared in step 2's sub-step 2-4.

#### **Annexes**

Annexes are referring documents for supporting any relevant parts of the plan. Therefore, inclusion of annexes in the development plan book depends on decision of the province. Documents which can be considered and included as annexes are:

- Policy guidance of the C/P council on development plan

- C/P administrative management structure
- Main outputs of the C/P situational analysis
- Legal framework related to C/P development planning
- Important maps such as land use map, map of tourist sites etc.

# Appendix

**Appendix 1: List of Tables**

**Appendix 2: Relationship between Problem Tree and Solution Tree**

Appendix 1: List of Tables

Table 1.1: Sample format of development planning calendar

No.	Activities	Date	Venue	Responsible persons	Budget	Other

The above development planning calendar has been approved by .....Capital/provincial Council ..... in meeting on..... dated .....  
Chairperson of the Capital/Provincial Council

**Table 1.2: Table of Situational Analysis of Stakeholder**

Proposed organization: \_\_\_\_\_

Date: \_\_\_\_\_

Problems	Causes	Gender need
Economic		
Social		
Land use , Natural resource, Environment, Disaster and Climate Change		
Administration and Security Public Order		



**Table 1.3: Consolidated Table of Situational Analysis of Stakeholder**

Date: \_\_\_\_\_

Problems	Causes	Gender need
Economic		
Social		
Land use , Natural resource, Environment, Disaster and Climate Change		
Administration and Security Public Order		

**Table 2.1: Table of Prioritized Situational Analysis of C/P**

Date: \_\_\_\_\_

<b>Problems</b>	<b>Causes</b>	<b>Gender need</b>
Economic		
Social		
Land use , Natural resource, Environment, Disaster and Climate Change		
Administration and Security Public Order		

**Table 2.2: Table of C/P Development Framework**

Vision						
1. Economic component						
Goals & objectives	Solution	Indicators			Organization in charge	Data source
		Narrative summary	Unit	2014 (Present)		
Economic development goal						
Economic development strategy						
1.1. Goal 1.1.1. Objective	1.1.1.1 Solution 1.1.1.2 Solution					
1.1.2. Objective	1.1.2.1 Solution 1.1.2.2 Solution					
1.2. Goal 1.2.1. Objective	1.2.1.1 Solution 1.2.1.2 Solution					
1.2.2. Objective	1.2.2.1 Solution 1.2.2.2 Solution					

2. Social component						
Goals & objectives	Solution	Indicators			Organization in charge	Data source
		Narrative summary	Unit	2014 (Present)		
Social development goal						
Social development strategy						
2.1. Goal	2.1.1.1 Solution 2.1.1.2 Solution 2.1.2.1 Solution 2.1.2.2 Solution					
2.1.1. Objective						
2.1.2. Objective						
2.2. Goal	2.2.1.1 Solution 2.2.1.2 Solution 2.2.2.1 Solution 2.2.2.2 Solution					
2.2.1. Objective						
2.2.2. Objective						

3. Land use, natural resource, environment, disaster, and climate change management component						
Goals & objectives	Solution	Indicators			Organization in charge	Data source
		Narrative summary	Unit	2014 (Present)		
Land use, natural resource and environment management goal						
Land use, natural resource and environment management strategy						
3.1. Goal 3.1.1. Objective  3.1.2. Objective	3.1.1.1 Solution 3.1.1.2 Solution 3.1.2.1 Solution 3.1.2.2 Solution					
3.2. Goal 3.2.1. Objective  3.2.2. Objective	3.2.1.1 Solution 3.2.1.2 Solution  3.2.2.1 Solution 3.2.2.2 Solution					

4. Administration and security public order management component						
Goals & objectives	Solution	Narrative summary	Indicators			Data source
			Unit	2014 (Present)	2019 (Target)	
Administration and security public order management goal						
Administration and security public order management strategy						
4.1. Goal 4.1.1. Objective 4.1.2. Objective	4.1.1.1 Solution 4.1.1.2 Solution 4.1.2.1 Solution 4.1.2.2 Solution					
4.2. Goal 4.2.1. Objective 4.2.2. Objective	4.2.1.1 Solution 4.2.1.2 Solution 4.2.2.1 Solution 4.2.2.2 Solution					

Table 2.3: M&amp;E

[illegible]

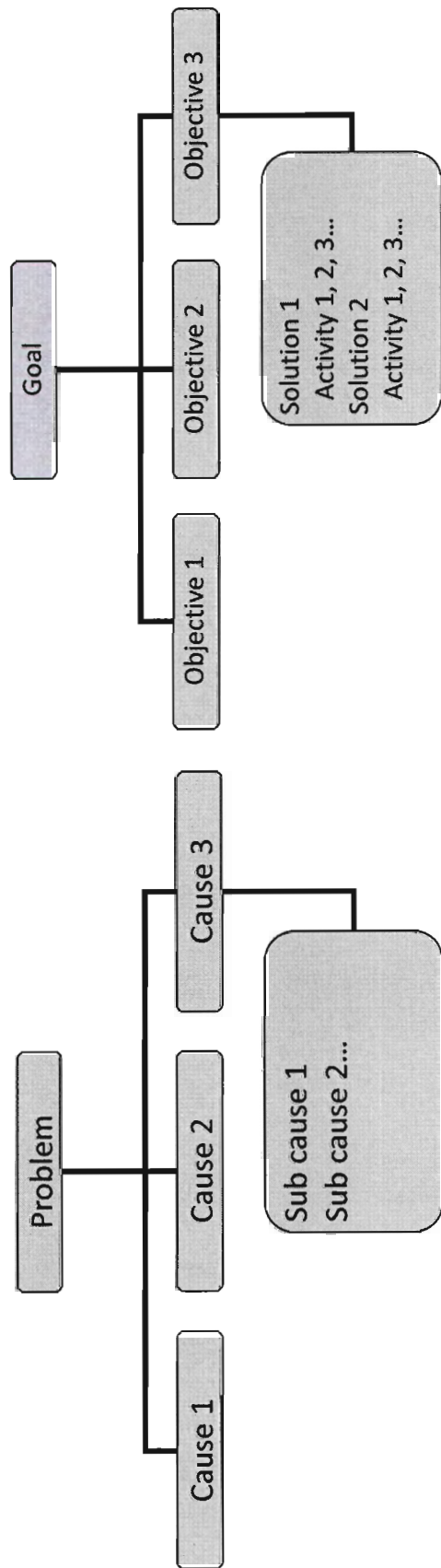
2. Social component										
Goals & objectives	Solution	Indicators							Organization in charge	Data source
		Narrative summary	Unit	2014 (Present)	2015	2016	2017	2018	2019	2019 (Target)
2.1. Goal										
2.2. Goal										

3. Land use, natural resource, environment, disaster, and climate change management component										
Goals & objectives	Solution	Indicators							Organization in charge	Data source
		Narrative summary	Unit	2014 (Present)	2015	2016	2017	2018	2019	2019 (Target)
3.1. Goal										
3.2. Goal										



4. Administration and security public order management component											
Goals & objectives	Solution	Indicators								Organization in charge	Data source
		Narrative summary	Unit	2014 (Present)	2015	2016	2017	2018	2019		
									2019 (Target)		
4.1. Goal											
4.2. Goal											

Appendix 2: Relationship between Problem Tree and Solution Tree



library.ncdd.gov.kh



014829