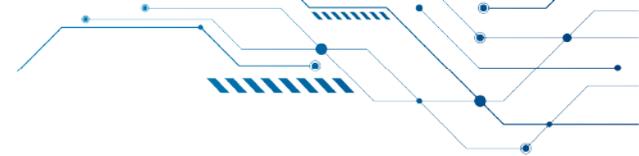




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MINISTRY OF ECONOMY AND FINANCE

Digital Ecosystem Architecture Framework for Public Investment Project Management





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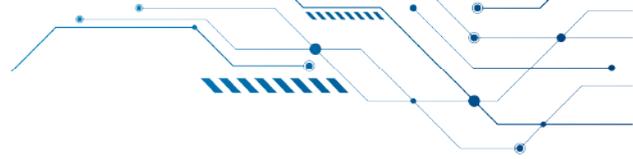
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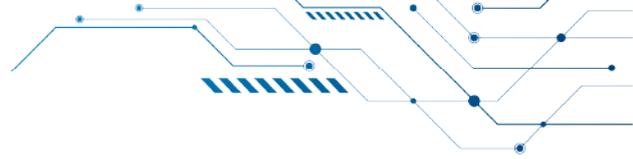
PREFACE

Public investment is a crucial driving force in promoting economic growth and sustainable development. The Royal Government of Cambodia has placed great emphasis on the rehabilitation and construction of infrastructure as well as broad-based socio-economic development initiatives through the implementation of public investment projects financed from various sources, including domestic financing, financing from development partners, and financing through public-private partnership mechanisms.

Under the Public Financial Management Reform Program, the Royal Government of Cambodia has introduced the Public Investment Management System Reform Strategy with the aim of strengthening the effectiveness, transparency, and accountability of public investment management and ensuring that investments are directed toward priority areas, and that public resources are allocated equitably, sustainably, and inclusively. The Ministry of Economy and Finance serves, on behalf of the Royal Government of Cambodia, as the gatekeeper for managing and overseeing the entire cycle of public investment projects. In contributing to the enhanced implementation of the public investment management system reform strategy and in alignment with the direction provided by the Digital Government Policy, including guidance outlined in the Ministry of Economy and Finance Information Technology Architecture Framework, the **establishment of a robust digital ecosystem for public investment project management has become a top priority**, with the objective of strengthening nationwide integration of public investment project data, providing a solid foundation for analysis and strategic decision-making, with the ultimate goal of ensuring that investments are directed toward priority areas and that public resources are allocated efficiently and sustainably in support of national development and the interests of the Cambodian people.

The Ministry of Economy and Finance has successfully developed several information technology systems to support public financial management. However, the management of public investment project data continues to face ongoing challenges, such as the fragmentation of project data across different financing sources, incomplete reporting, duplication and overlap of projects, and the inability to conduct comprehensive and in-depth analyses to ensure targeted investment outcomes. In this context, as a necessary foundation for achieving a robust digital ecosystem, it is essential to first **establish the Digital Ecosystem Architecture Framework for Public Investment Project Management**. This framework provides guidelines, principles, and approaches for fully modernizing and digitalizing public investment project management. It promotes data integration through system interfacing and





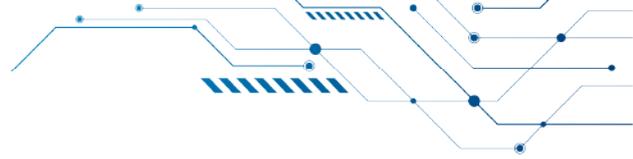
interoperability within the public investment project management ecosystem — particularly with a strong emphasis on the digital systems within the Ministry of Economy and Finance.

The Digital Ecosystem Architecture Framework for Public Investment Project Management is designed as a decentralized digital ecosystem that adopts a pragmatic and coordinated approach that preserves and strengthens existing systems, while developing new systems to fill functional gaps — especially the central core system, namely the Integrated Public Investment Project Management Information System (i-PIM), which serves as the coordinating platform and data integration hub for the entire public investment project management ecosystem. I am confident that the implementation of this architecture framework will deliver concrete results in building an effective digital ecosystem for public investment project management, contributing significantly to the Public Financial Management Reform Program. However, successful implementation will require the active participation and collaboration of all relevant stakeholders, with a spirit of pragmatism, gradual implementation, and adaptive learning — based on the principles of realism, flexibility, and learning-by-doing. This process may involve transitional impacts on daily work routines, changes in working methods, and adjustments to certain operational conditions.

On behalf of the Ministry of Economy and Finance and personally, I would like to express my highest appreciation to the General Department of Digital Economy and the Working Group for the Preparation of the Architecture and Information Technology Project of the Digital Ecosystem for Public Investment Project Management — under the leadership of **H.E. Dr. Kong Marry, Secretary of State of the Ministry of Economy and Finance** — for successfully completing this important **Digital Ecosystem Architecture Framework for Public Investment Project Management**, which provides a clear strategic direction for building a robust digital ecosystem to manage public investment projects, contributing to greater effectiveness in public investment management in Cambodia. At the same time, I would like to extend my sincere thanks to the General Secretariat of the Steering Committee of Public Financial Management Reform Program, the relevant General Departments and Entities of the Ministry of Economy and Finance, and the relevant ministries and public institutions that actively participated and cooperated with a high sense of responsibility in the successful preparation of this document.

Finally, I kindly call upon the leadership at all levels, officials, and staff of ministries, institutions, and public entities as well as General Departments and entities of the Ministry of





Economy and Finance concerned, to continue actively participating in the implementation of the Digital Ecosystem Architecture Framework for Public Investment Project Management mentioned above, so that it achieves its intended objectives and delivers effective and sustainable outcomes.

Phnom Penh, 11 December 2025
Deputy Prime Ministry
Minister of Economy and Finance and Chairman
of the Steering Committee for
Public Financial Management Reform

AKKA PUNDIT SAPHEACHA AUN PORNMONIROTH



**KINGDOM OF CAMBODIA
NATION RELIGION KING**

**Ministry of Economy and Finance
No. 1017 MEF/PRK/GDDE**

**Prakas
On**

**The Implementation of the Digital Ecosystem Architecture Framework
for Public Investment Project Management**

**Deputy Prime Minister
Minister of Economy and Finance and the Chairman of the Public Financial Management
Reform Steering Committee**

- Having seen the Constitution of the Kingdom of Cambodia;
- Having seen the Royal Decree No. NS/RKT/0823/1981, dated 22 February 2024, on the Appointment of the Royal Government of the Kingdom of Cambodia;
- Having seen the Royal Decree No. NS/RKT/0224/205, dated 21 February 2024, on the Appointment to Complement the Composition of the Royal Government of the Kingdom of Cambodia;
- Having seen the Royal Decree No. NS/RKT/0924/1169, dated 20 September 2024, on the Readjustment and Appointment of the Composition of the Royal Government of the Kingdom of Cambodia;
- Having seen the Royal Kram No. NS/RKM/0618/012, dated 28 June 2018, with the promulgating the Law on the Organization and Functioning of the Council of Ministers;
- Having seen the Royal Kram No. NS/RKM/0196/18, dated 24 January 1996, promulgating the Law on the Establishment of the Ministry of Economy and Finance;
- Having seen the Royal Kram No. NS/RKM/0121/003, dated 16 January 2021, promulgating the Law on the Law on the Organization and Functioning of the Non-Bank Financial Services Authority;
- Having seen the Royal Kram No. NS/RKM/0323/001, dated 10 March 2023, promulgating the Law on Public Finance System;
- Having seen the Royal Kram No. NS/RKM/1121/018, dated 18 November 2021, promulgating the Law on Public-Private Partnerships;
- Having seen the Sub-Decree No. 43 ANKR.BK, dated 28 February 2022, on the Organization and Functioning of the Ministry of Economy and Finance;
- Having seen the Sub-Decree No. 159 ANKR.BK, dated 17 July 2023, on the Readjustment on the Article 50, Article 51, Article 52, and Article 53 of Sub-Decree No. 43 ANKR.BK, dated 28 February 2022, promulgating on the Organization and Functioning of the Ministry of Economy and Finance;
- Having seen the Sub-Decree No. 113 ANKR.BK, dated 14 July 2021, on the Organization and Functioning of Entities under the Supervision of the Non-Bank Financial Services Authority;
- Having seen the Sub-Decree No. 135 ANKR.BK, dated 22 June 2023, on the Establishment and Complementing of the General Department of Digital Economy to be under the Supervision of the Ministry of Economy and Finance;
- Having seen the Sub-Decree No. 151 ANKR.BK, dated 08 July 2024, on the Management of the Three-Year Rolling Public Investment Program;
- Having seen the Sub-Decree No. 41 ANKR.BK, dated 25 March 2020, on Public Investment Management;
- Having seen the Sub-Decree No. 23 ANKR.BK, dated 22 June 2023, on the Establishment of the Public Financial Management Reform Steering Committee;
- Having seen the Prakas No. 164 MEF, BRK, GDP, dated 17 January 2014, on the Establishment of Public Investment Committee;



Unofficial Translation

- Having seen the Prakas No. 003 MEF, BRK, GDNT, dated 17 January 2014, promulgating on the Guidelines of Standard Operating Procedures (SOP) on the Establishment and Management of Public Investment Program;
- Having seen the Prakas No. 617 MEF, BRK, dated 17 January 2014, on the Implementation of Project Data Management System;
- Having seen the Prakas No. 743 MEF, BRK, dated 17 January 2014, on the Implementation of the Information Technology Architecture Framework of the Ministry of Economy and Finance;
- Pursuant to the necessity of the Ministry of Economy and Finance

Hereby Decides

Article 1.-

Promulgated the implementation of the “**Digital Ecosystem Architecture Framework for Public Investment Project Management**”: with the objective of providing strategic direction and an architectural blueprint to serve as a guiding framework for the development of a digital ecosystem, in order to support the effective and efficient management of public investment projects in Cambodia.

Article 2.-

The scope of this Prakas is to implement for all ministries, institutions, and public entities similar to sub-national administrations, public enterprises, public administrative establishments, legal entities that receive benefits from public finance, and other state entities with functions, roles, and duties related to public investment projects from all sources of finance, at all stages of the project cycle and across all levels of administration.

Article 3.-

Any provisions that are contrary to this Prakas shall be deemed null and void.

Article 4.-

The Head of the Cabinet, the Secretary General, Delegates of the Royal Government in charge as Directors General of the General Department, Directors General of the General Departments, the Inspector General of the General Inspectorate Department, and the Directors of all entities under the supervision of the Ministry of Economy and Finance, as well as the Directors of all entities or institutions under the guardianship and the supervision of the Minister of the Ministry of Economy and Finance, together with the heads of all relevant entities under the supervision of ministries and institutions, shall be responsible for implementing this Prakas in accordance with their respective duties, with effect from the date of signature.

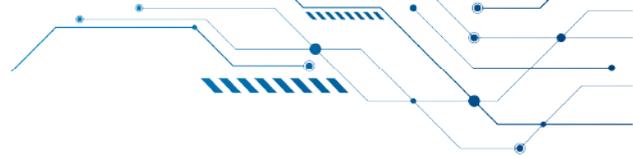
Phnom Penh, 11th December 2025
Deputy Prime Minister
Minister of Economy and Finance
and the Chairman of the Public Financial
Management Reform Steering Committee

Signature and Seal

Receiving Places:

- Council of Ministers
- Cabinet of Samdech Moha Thipadei,
Prime Minister of the Kingdom of
Cambodia
- Cabinet of His/Her Excellency Deputy
Prime Minister
- All entities under the supervision of the
Ministry of Economy and Finance
- All entities or institutions under the
guardianship and supervision of the
Minister of the Ministry of Economy and
Finance
- All entities under the supervision of the
relevant ministries and institutions
- As Article 4
- Royal Gazette
- Archives - Chronicle

AKKA PUNDIT SAPHEACHA AUN PORNMONIROTH



ABBREVIATIONS

MEF	Ministry of Economy and Finance
GDP	General Department of Policy
GDPFMIT	General Department of Public Financial Management Information Technology
GDNT	General Department of National Treasury
GDDE	General Department of Digital Economy
GDICDM	General Department of International Cooperation and Debt Management
API	Application Programming Interface
BPS	Budget Planning System
COTS	Commercial Off-The-Shelf
CamDX	Cambodia Data Exchange
CamDigiKey	Cambodia Digital Key
DI-PIMS	Domestic Investment Project Implementation Management System
DMFAS	Debt Management and Financial Analysis System
FMIS	Financial Management Information System
GDPPP	General Department of Public-Private Partnerships
GDSNAF	General Department of Sub-National Administration Finance
GDSNR	General Department of State Property and Non-Tax Revenue
i-PIM	Integrated Public Investment Project Management Information System
JSON	JavaScript Object Notation
MOP	Ministry of Planning
ODA	Official Development Assistance
pID	Sub-national Administration - Project Implementation Database
PIM	Public Investment Management
PIP	Public Investment Program
PPDMS	Project Portfolio Database Management System
PIP-DBMS	Public Investment Project Database Management System





PFMRP	Public Financial Management Reform Program
PPP-PIMS	PPP Project Implementation Management
SARMIS	State Asset Registry Management Information System
sPD	Sub-National Administration Project Database
SNA-PIMS	Sub-National Administration Project Implementation Management System
XML	Extensible Markup Language





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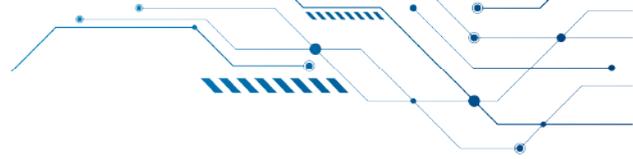
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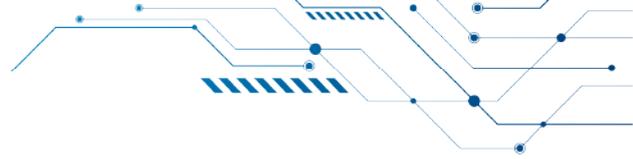
EXECUTIVE SUMMARY

Public Investment Project Management is a critical components of the Public Financial Management Reform Program of the Royal Government of Cambodia; however, the management of public investment project databases continues to face several challenges, including data inconsistency across institutions, duplication of projects, delays in consolidating project data for nationwide, and limited capacity to conduct targeted and evidence-based analysis of public investment performance. In response to these challenges, the Ministry of Economy and Finance has initiated the development of the **Digital Ecosystem Architecture Framework for Public Investment Project Management** to provide a strategic direction and a foundational blueprint for the development of a robust digital ecosystem to support the management of public investment projects, with the vision towards full digitalization of public investment project management and implementation, thereby enhancing efficiency, transparency, and accountability in the targeted and effective use of public investment funds.

This architecture framework is structured into three main parts: (1) System Functions, (2) Digital Ecosystem, and (3) MEF IT System Architecture Framework. The System Functions part is divided into core functions and supporting functions. The Digital Ecosystem part covers the Data Layer and Application Layer, focusing on the set of information technology systems that collectively constitute the ecosystem for public investment project management. The MEF IT System Architecture Framework part refers to the utilization of the existing IT infrastructure and shared platforms, implemented in full technical compliance with technical standards and specifications of the Ministry of Economy and Finance.

In order to achieve the defined vision, the above-mentioned framework outlines four keys strategic measures including (1) the development of the Public Investment Project Registry-Based System to serves as the central platform for integrating and consolidating public investment project data (i-PIM); (2) the development and enhancement of existing digital system features that support the project implementation phase; (3) the development of supporting system features to enable the full digitalization of national-level public investment project business process workflows; and (4) the development and enhancement of system integration and data-sharing mechanisms across the public investment project management digital ecosystem, both within the Ministry of Economy and Finance and with other ministries, institutions, equivalent public entities, public institutions, public enterprises, and sub-national administrations.



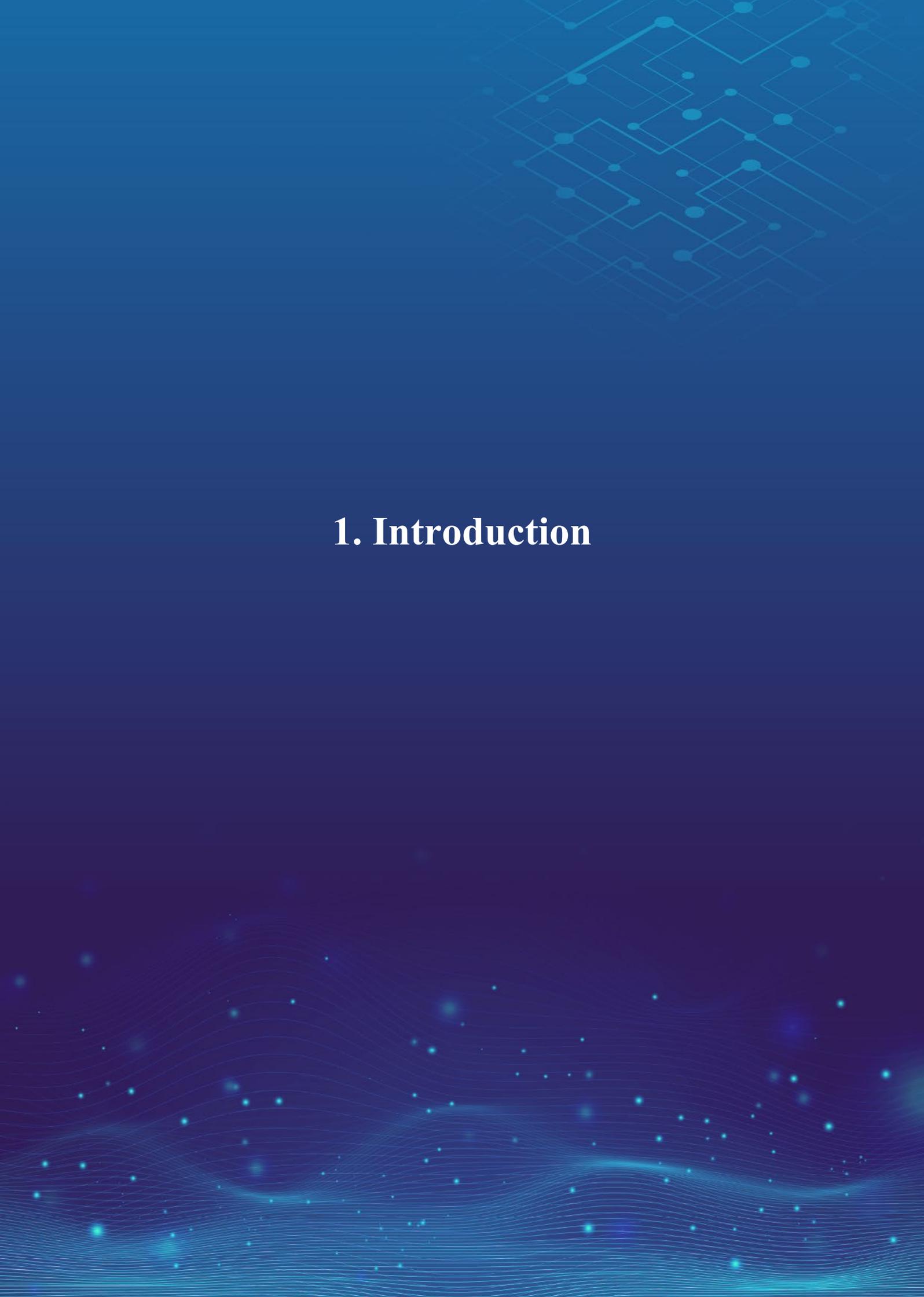


The implementation of the above-mentioned architecture framework will be carried out in two phases over a period of four years. Phase 1 (2025-2026) will focus on building the foundational core system of the digital ecosystem, together with the initial rollout and deployment at the national administration level. Phase 2 (2027-2028) will focus on developing and strengthening the core system functions of the digital ecosystem, incorporating features tailored to sub-national administrations, and increasing the level of automation of workflow and business processes in the public investment project management.

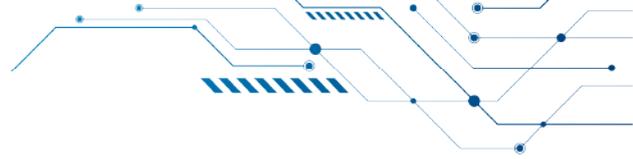
The implementation of this architecture framework must fully comply with the principles and approaches of the Digital Government Policy, the Public Financial Management Reform Program Framework and the Information Technology Architecture Framework of the Ministry of Economy and Finance, by preserving and strengthening existing digital systems while simultaneously developing new digital systems that play coordinating and complementary roles to address identified functions gaps. This approach ensures the creation of a cohesive and gap-free digital ecosystem that effectively supports the unified management of public investment projects across Cambodia.

In summary, the **Digital Ecosystem Architecture Framework for Public Investment Project Management** will provide a roadmap for advancing and building a robust and highly efficient public investment project management system in Cambodia. This framework will drive a comprehensive transition toward full digitalization across public investment project management and implementation processes, ensuring that data flows efficiently among entities and institutions, remain consistent, sharable, and interoperable for collaborative use, and achieves full interoperability across systems and platforms under the umbrella of the **Digital Ecosystem Architecture Framework for Public Investment Project Management**, which will contribute to paving the way for smart governance and sustainable d





1. Introduction



1.1. Context and rationalization

Within the framework of the Public Financial Management Reform Program, the Public Investment Management System Reform Strategy 2019–2025 was formulated and implemented with the objective of establishing a common conceptual framework for building an effective public investment management system, covering all sources of financing and all levels of administration and characterized by efficiency, effectiveness, transparency, accountability, and sustainability, thereby contributing to economic development and social equity. One of the strategic measures under this strategy is directed toward updating the public investment project data management system.

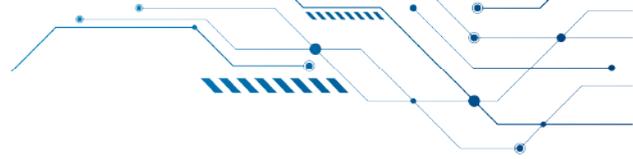
At present, the management of nationwide data related to public investment projects remains limited. Although several digital systems are currently in use, they have not yet adequately met the needs of the Ministry of Economy and Finance (MEF), particularly in terms of supporting an integrated approach to managing the full public investment project cycle. In fact, two out of the four key general departments within the MEF have been deployed digital systems to support the management of public investment project management; however, these two systems are developed and operated separately and independently, each focusing on its own internal functions, and they are neither interoperable nor capable of exchanging information with one another. This fragmented approach has resulted in a number of challenges, including inconsistencies in data formats, difficulties in identifying and verifying overlaps among investment projects – especially between national and sub-national levels, delays in consolidating public investment project data for the country, and limitations in conducting comprehensive analyzing of the overall public investment landscape.

To address the current challenges and further strengthen the public investment project management system to make it more robust and highly effective, MEF has initiated the development of the **Digital Ecosystem Architecture Framework for Public Investment Project Management**, to provide clear strategic direction and to promote the optimal development, enhancement, and utilization of digital systems to support the public investment project management in Cambodia, thereby ensuring efficiency, transparency, accountability, and sustainability, in full alignment with the objectives of the Public Investment Management System Reform Strategy.

1.2. Purpose

The **Digital Ecosystem Architecture Framework for Public Investment Project Management** is developed with the primary objective of providing **strategic direction and**





servicing as an architectural blueprint to guide the development of a digital ecosystem that supports public investment project management in Cambodia.

This framework will provide guidelines, principles, and approaches for modernizing public investment project management through fully digital means, while promoting system integration through interfacing and interoperability among the various systems within the public investment project management digital ecosystem, particularly the internal digital systems of MEF.

1.3. Scope

This Digital Ecosystem Architecture Framework applies to all public investment projects in Cambodia and covers the following:

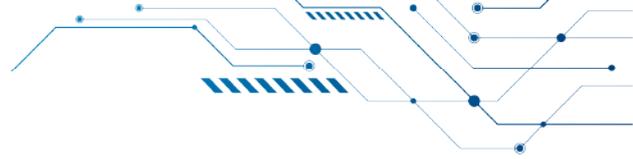
- National-level and sub-national administration levels;
- All sources of financing for public investment projects;
- All stages of the public investment project cycle, with particular emphasis on stages related to the roles and responsibilities of MEF;
- All ministries, institutions, or entities involved in public investment projects, including key general departments of the MEF, the Ministry of Planning, line ministries, institutions, or public entities acting as project owners, as well as development partners or other relevant institutions;
- All information technology systems of line ministries, institutions, equivalent public entities, public institutions, public enterprises, and sub-national administrations that are related to the management of public investment projects.

1.4. Benefits

The key benefits expected from the Digital Ecosystem Architecture Framework for Public Investment Project Management include:

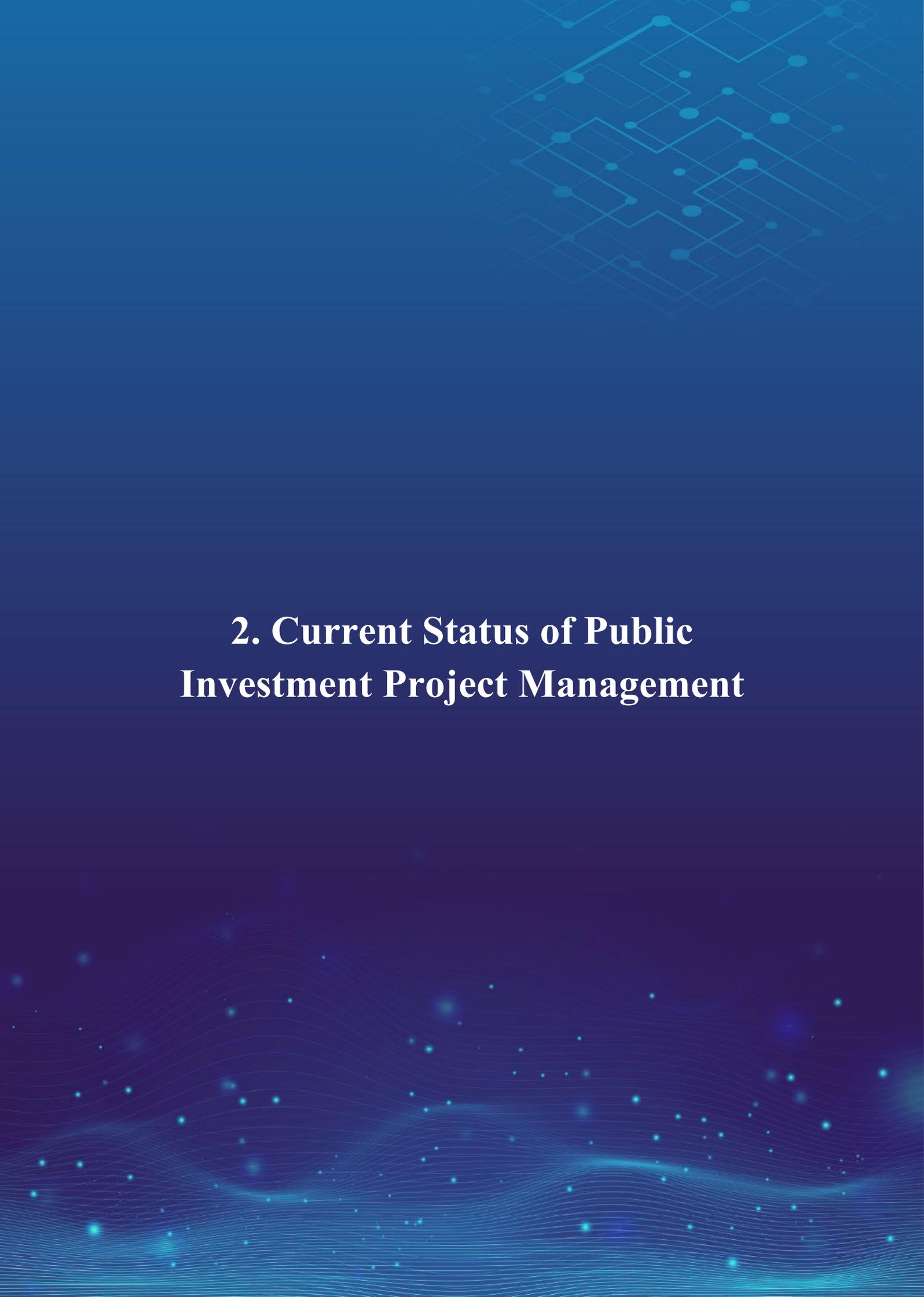
- Providing a unified central data system for public investment projects nationwide;
- Establishing a common foundation for data-driven decision-making, leading to more effective and better allocation of budgetary resources;
- Strengthening and promoting cooperation and automated data sharing among line ministries, institutions, equivalent public entities, public institutions, public enterprises, and sub-national administrations within the digital ecosystem for public investment project management;



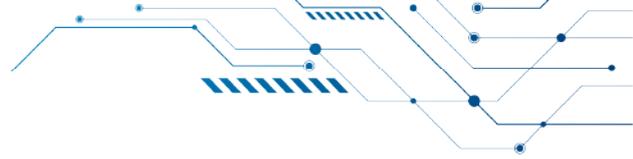


- Enhancing operational efficiency by streamlining business processes and workflows at each stage of the project cycle, reducing duplicate data entry, and minimizing the time required for data collection, etc.;
- Strengthening transparency and accountability in public investment project management through the effective and systematic use of digital systems; and
- Reducing overlapping among investment project proposals financed by different funding sources and implemented across different administrative levels.





2. Current Status of Public Investment Project Management



2.1. Policy and Legal Framework

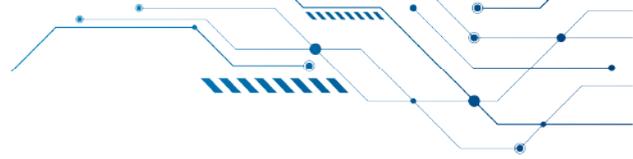
Based on the *Public Investment Management System Reform Strategy 2019–2025*, the *Pentagonal Strategy Phase I*, the *Five-Year National Strategic Development Plan*, and the *Rolling Three-Year Public Investment Program* constitute key policy instruments supporting public investment in Cambodia. At the same time, sub-national administrations also prepare Development Plans and Rolling Three-Year Investment Programs for the Capital Cities, Provinces, Towns, Districts, Khans, Communes and Sangkats. With regard to the legal framework, the *Public Investment Management System Reform Strategy 2019–2025* highlights that the **Law on the Public Financial System** serves as the fundamental legal provision governing the management and use of capital budgets and externally financed funds for the implementation of public investment projects at both national and sub-national levels. Additional legal and regulatory instruments including, sub-decrees, Prakas, or other subordinate regulations, are developed under this law to support its implementation. A detailed list of relevant policy and legal framework documents is provided in **Annex 1**.

2.2. Relevant Stakeholders

The stakeholders involved in public investment management include:

- *Line ministries, institutions, equivalent public entities, public institutions, public enterprises, and sub-national administrations* that serve as project owners.
- *The Ministry of Economy and Finance (MEF)*, which functions as the secretariat for the Royal Government in leading and managing Cambodia’s economic and financial sectors. The key general departments/units of the MEF involved in public investment management include:
 - *Public Investment Committee*: Serves as the gatekeeper for managing public investment projects from all financing sources.
 - *Department of Investment of the General Department of Budget*: Responsible for public investment projects financed by the national budget at the national administration level.
 - *General Department of International Cooperation and Debt Management*: Responsible for public investment projects funded by financial institutions, development partners, direct loans, and government bonds.
 - *General Department of Public-Private Partnership*: Responsible for public investment projects under the public-private partnership mechanism.





- *General Department of Sub-National Administration Finance*: Responsible for overseeing budget execution and public investment projects financed by the national budget for sub-national administration.
- *General Department of State Property and Non-Tax Revenue*: Responsible for public investment projects funded through the commercialization of state assets and for consolidating the registration of state assets from public investment projects.
- *General Department of Policy*: Serves as the secretariat of the Public Investment Committee.
- *General Department of Budget*: Responsible for managing the national budget.
- *General Department of Resettlement*: Responsible for addressing the economic and social impacts arising from development projects.
- *Departments of Economy and Finance*: Represent the MEF in coordinating economic and financial sector management and serving as the financial administrator at capital and provincial levels.
- *Ministry of Planning*: Responsible for leading, coordinating, and preparing the three-year rolling public investment program, with participation from all ministries and institutions.
- *Ministry of Interior*: Responsible for coordinating and preparing the Rolling Three-Year Public Investment Program for the capital cities, provinces, towns, districts, Khans, communes, and Sangkats.

2.3. Public Investment Project Cycle

At present, the public investment project cycle consists of eight stages at both national and sub-national administration levels for projects financed by the national budget; however, the implementation modalities differ slightly between the two administrative levels. The following section provides an overview of each stage of the public investment project cycle:

Public Investment Project Cycle for the National Administration

The stakeholders involved in the public investment project cycle at the national administration level include the Ministry of Planning, line ministries, public institutions or public entities acting as project owners, and the Ministry of Economy and Finance. The eight stages of the public investment project cycle for the national administration level are illustrated in the figure below:





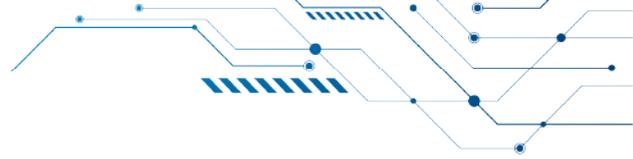
Figure 1. Stages of the Public Investment Project Cycle for the National Administration

Public Investment Project Cycle for the Sub-National Administration

The public investment project cycle for sub-national administrations consists of eight stages, similar to that of the national administration. The key stakeholders involved include capital-provincial councils; capital and provincial administrations; town, district, and Khan councils; commune and Sangkat councils; the administrations of capital cities, provinces, towns, districts, Khans, communes, and Sangkats; and the MEF entities responsible for sub-national finance, namely the General Department of Sub-National Administration Finance and the Provincial Departments of Economy and Finance. The eight stages of the public investment project cycle for sub-national administrations are illustrated in the figure below:



Figure 2. Stages of the Public Investment Project Cycle for Sub-National Administration (Extracted from the Guidelines on Operational Procedures for the Preparation and Management of Public Investment Projects of Sub-National Administrations)



2.4. Information Technology Systems Related to Public Investment Projects

At present, two key General Departments within MEF have developed and are operating information technology (IT) systems to support the management of national-level public investment projects. These include the PPDMS system of the General Department of International Cooperation and Debt Management, and the DI-PIMS system of the Department of Investment under the General Department of Budget. Both systems are primarily used for recording project information starting from the project implementation stage of the public investment project cycle. In addition, several other related information technology systems are relevant to public investment project management, including internal MEF systems such as FMIS, BPS, DMFAS, PIP-DBMS, and SARMIS, among others. These systems are largely associated with stages of the project cycle from budgeting onward. There are also systems outside the MEF's mandate, notably the Three-Year Rolling Public Investment Program Management System of the Ministry of Planning, which is applied at the first stage of the public investment project cycle.

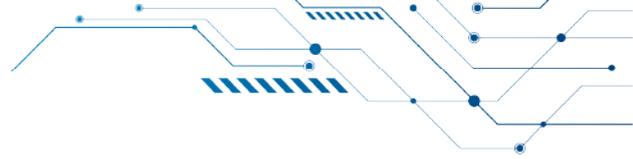
For sub-national administrations, there is currently no dedicated information technology system in place to support public investment project management. Only a limited number of basic database systems are used for minimal data-recording purposes, such as the sPD system and the pID system. However, the information technology systems currently in operation function in isolation and have not yet been integrated or enabled for automated data sharing, thereby limiting interoperability and effective data consolidation.

Key Systems of the Relevant General Departments under MEF

PPDMS (Project Portfolio Database Management System): Developed and managed by the General Department of International Cooperation and Debt Management (GDICDM) for internal use to record public investment project information from the implementation stage through to project completion. The system supports the monitoring and evaluation of projects and programs financed under frameworks involving financial institutions and development partners, including grants and loans under the supervision of the MEF, as well as projects and programs implemented through direct government lending mechanisms and those financed by government bonds. The system was developed in-house by the technical team of the GDICDM and is operated within the GDICDM's server room.

DI-PIMS (Domestic Investment Project Implementation Management System): Developed and managed by the Department of Investment of the General Department of Budget, the DI-PIMS is used exclusively for internal purposes within the department to record





and monitor budget execution for public investment projects financed by the national budget, with a focus primarily on the project implementation stage. Its key functions include budget plan recording, expenditure commitment recording, procurement monitoring, advance disbursement recording, contract implementation tracking, project payment tracking, and report generation. The system was developed by a local company and is deployed on a cloud platform provided by a local service provider.

PIP-DBMS (Public Investment Project Database Management System):

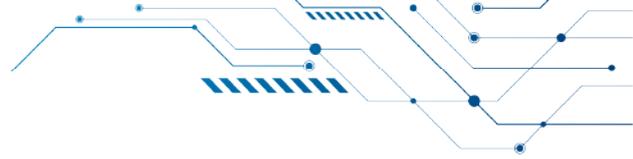
Developed and managed by the General Department of Policy (GDP) to collect and compile public investment project data across the pre-implementation, implementation, and post-implementation stages, covering all sources of financing and all levels of administration. At present, a range of key data elements has been collected and stored to support the fulfillment of the roles and responsibilities of the Public Investment Committee. While data coverage is not yet complete or comprehensive in accordance with all requirements, the data organized and maintained in this system have gradually contributed to research and analytical activities undertaken by the Secretariat of the Public Investment Committee.

[Other Related Systems Within the Ministry of Economy and Finance](#)

DMFAS (Debt Management and Financial Analysis System): Developed by the United Nations Conference on Trade and Development (UNCTAD) and managed and used by GDICDM with the objective of supporting effective public debt management. The system records, monitors, and analyzes all debt-related data, including concessional loans, grants, and government bonds. In addition, DMFAS provides key functions to support reporting, forecasting, and debt risk analysis, thereby contributing to informed decision-making, the assessment of debt status and sustainability, and strategic negotiations with lending partners. Currently, the DMFAS is installed on the main servers of the GDICDM, and the only entities with access to the system are the GDICDM, the General Department of National Treasury (GDNT), and the General Department of Policy (GDP).

FMIS (Financial Management Information System): Developed and managed by the General Department of Public Financial Management Information Technology (GD-PFMIT), the FMIS supports budget execution management, accounting entries, and public financial operations. The system may be linked with public investment project management systems at the project implementation stage, particularly in relation to project budget execution, including budget credit movements, expenditure commitments, procurement execution, and payment processing. FMIS is a Commercial Off-The-Shelf (COTS) system currently operating in a data





center managed by the GD-PFMIT. It has been deployed across relevant general departments of MEF, budget entities within line ministries and institutions, equivalent public entities, as well as sub-national administrations.

BPS (Budget Planning System): Developed and managed by the General Department of Public Financial Management Information Technology (GD-PFMIT), the BPS supports budget planning and budget formulation processes. The system may be linked with public investment project management systems at the budget formulation stage for public investment projects. The BPS is a Commercial Off-The-Shelf (COTS) system currently operating in a data center managed by the GD-PFMIT and used by relevant general departments of MEF, particularly the General Department of Budget, as well as by budget entities and financial units of ministries and institutions, equivalent public entities, and all sub-national administrations.

SARMIS (State Asset Registry Management Information System): Developed and managed by the General Department of State Property and Non-Tax Revenue (GDSNR), SARMIS is used for the registration and recording of state property information, including land, buildings, and other state property inventories. The system may be linked with public investment project management systems at the project completion stage, particularly for the handover and registration of state properties that constitute physical infrastructure and outputs resulting from the implementation of public investment projects.

[Related Systems Outside the Ministry of Economy and Finance](#)

In addition to systems within the MEF's mandate, there are several other related systems under the responsibility of line ministries, institutions, equivalent public entities, public institutions and public enterprises. These include, for example, the Three-Year Rolling Public Investment Program data management system of the Ministry of Planning, the Cambodia Investment Project Management System of the Council for the Development of Cambodia, infrastructure management systems within line ministries and institutions, state asset inventory management systems, and public investment project data management systems of sub-national administrations such as the Sub-National Project Database and the Sub-National Administration Project Implementation Database (SNA-PID).



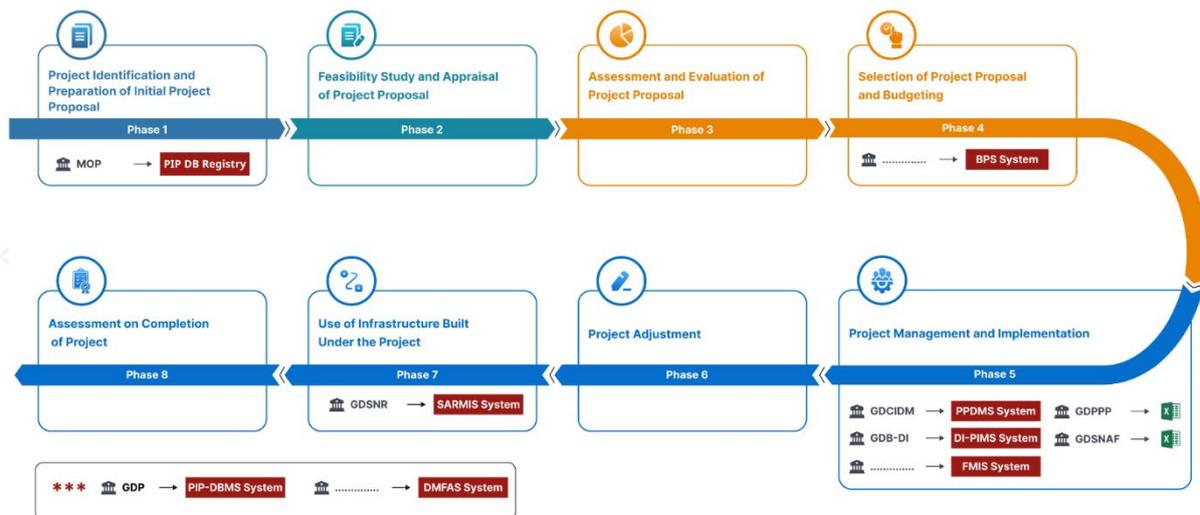
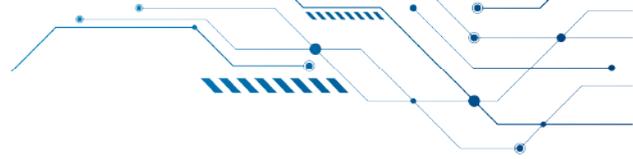


Figure 3. Linkage between IT Systems and Public Investment Project Cycle for National Administrations

2.5. Challenges in Data Management Systems

Although several information technology systems related to public investment project management are currently in use, a number of challenges remain, as outlined below:

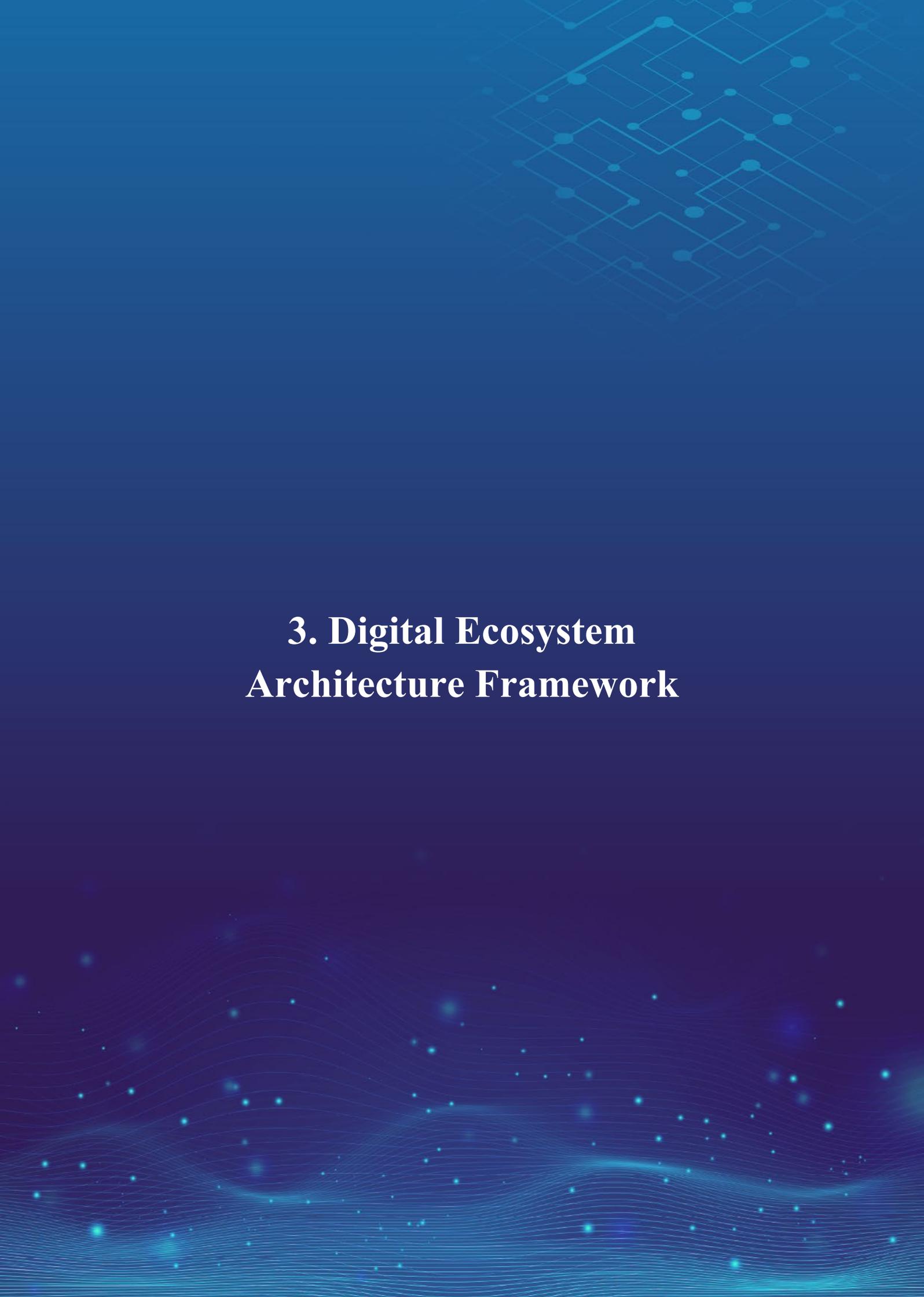
- Lack of systems across key departments: Some key general departments within MEF do not yet have dedicated information technology systems for managing public investment projects under their responsibility. This includes projects financed through public-private partnership (PPP) mechanisms and projects at the sub-national administration level. The recording and monitoring of the implementation of these two types of projects are primarily conducted using tools such as Excel. For sub-national administrative entities, there is still no specific information technology system in place for managing and monitoring project implementation. Instead, only a limited number of basic data storage systems are used for data recording purposes, largely on a voluntary basis.
- Limited functionality of existing systems: The current systems of key general departments within MEF mainly focus on the project implementation phase and do not yet provide functional support for pre-implementation stages. Moreover, existing systems primarily emphasize data recording, without adequately incorporating workflow tracking and process monitoring functionalities.
- Lack of a centralized data integration system: The two existing systems of the relevant key general departments within MEF operate independently, without a central platform to integrate and link data between them. Similarly, other related



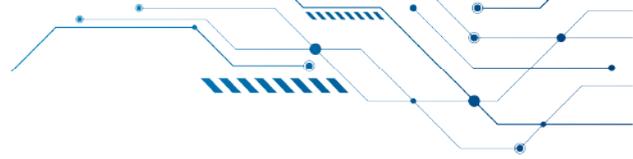
systems such as FMIS, BPS, and DMFAS also remain disconnected from the existing public investment project management systems, even though their data are related to public investment projects.

- Non-modifiable system of the Ministry of Planning: The Three-Year Rolling Public Investment Program Data Management System is a key system within the digital ecosystem for public investment management. It contains information related to the Three-Year Rolling Public Investment Program and serves as a core data source for verification during the project budget proposal stage submitted to MEF. However, at present, this system cannot be modified to enable interoperability or data sharing through system integration.
- Limited central reporting system: The reporting system has not yet been integrated with other relevant systems within MEF. At the same time, current data collection relies heavily on manual or non-automated processes, which poses challenges in terms of time consumption and delays in producing consolidated and timely reports.





3. Digital Ecosystem Architecture Framework



Established based on the current operational status of existing Public Investment Management Information Technology systems and lessons learned from past challenges, the **Public Investment Management (PIM) Digital Ecosystem Architecture Framework** has been formulated in alignment with the guidance under the Public Financial Management Reform Program (PFMRP) Phase 4, “Performance Accountability,” and Public Investment Management System Reform Strategy (PIMSRS). The development of this framework is derived from the Ministry of Economy and Finance (MEF) Information Technology Architecture Framework and is aligned with strategies under the PFMRP Phase 4 (2023-2027). In addition, this architecture framework complies with the principles set out in Cambodia’s Digital Economy and Society Policy Framework 2021-2035 and Cambodia Digital Government Policy 2022-2035. Furthermore, the architecture framework adopts a hybrid model, which ensures the continued and stable operation of existing implemented IT systems, while simultaneously driving the development of new IT systems to address current gaps and strengthen interoperability across the public investment digital ecosystem.

3.1. Visions and Key Measures

Visions

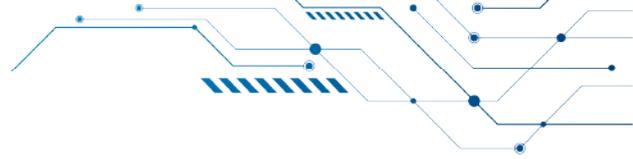
The architecture framework aims to establish a Public Investment Project Management digital ecosystem that enables the end-to-end management and implementation of public investment projects through fully digital means, in order to ensure effectiveness, transparency, and accountability in the optimal allocation and utilization of public investment budgets. The digital ecosystem will serve as a core backbone in facilitating interlinkages among line ministries, institutions, equivalent public entities, public institutions, public enterprises, and sub-national administrations, while aligning business process workflows and providing timely and reliable information for public investment decision-making thereby contributing to a more robust public financial system.

Key Measures

To achieve the above vision, the following four key measures have been highlighted:

- Development of a centralized public investment project registry-based system as an integrated public investment project management system – i-PIM.
- Development and enhancement of existing digital system features supporting the project implementation phase.





- Development of supporting system features to enable the full digitalization of national-level public investment project business process workflows; and
- Development and enhancement of system integrations and data sharing mechanisms within the Public Investment Project Management digital ecosystem, covering the MEF and line ministries, institutions, equivalent public entities, public institutions, public enterprises, and sub-national administrations.

3.2. Principles and Approaches

Principles

This architecture framework follows principles identified in the Cambodia Digital Government Policy 2022-2035 including the **Once-Only Principle**, **Interoperability as an Ecosystem Principle**, and **Land and Expand for Efficiency Principle**. In addition, this architecture framework also aligns with the supplementary principles set out in the MEF IT Architecture Framework, which include: **Ownership**, **Development Standards**, **Open Data**, **Common Technologies and Shared Resources**, and **Quality and Efficiency**.

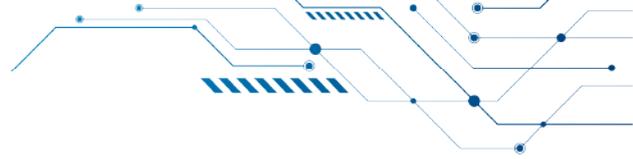
Furthermore, the architecture framework also incorporates additional principles, including:

- **Maintaining Existing System Principle:** Rather than pursuing a complete replacement of existing systems, the framework embraces the enhancement and improvement of existing systems, while new systems will be developed where necessary, as well as the development of integrated systems to complement identified functional gaps.
- **Public Investment Project Cycle Principle:** The digital ecosystem shall be designed to support and cover all phases of the public investment project cycle
- **Simplicity Principle:** Systems shall be designed to be user-friendly and responsive to user needs and operational requirements.

Approaches

The successful and effective implementation of this framework requires adherence to the existing approaches under the MEF IT Architecture Framework, which comprises three core dimensions including: **1) People** – the promotion and utilization of human capital to its maximum potential; **2) Process** – the adjustment of business process workflows to align fully with digital systems; and **3) Technology** – the utilization and optimization of the shared IT infrastructures and resources.





In addition, the architecture framework also defines four complementary approaches including 1) being grounded in and aligned with the foundations of the MEF IT Architecture Framework, 2) limiting the number of systems within the digital ecosystem in order to avoid fragmentation and duplication, 3) defining end-to-end digital workflows for each phase of the public investment project cycle, and 4) identifying core system functions to manage key public investment project information for both national and sub-national administrations.



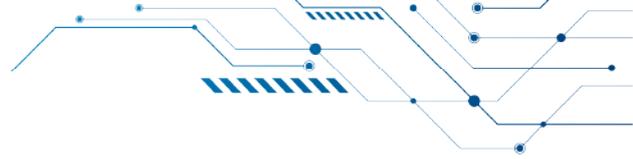
Figure 4. Approaches for the Digital Ecosystem Architecture Framework for Public Investment Project Management

3.3. Digital Ecosystem Architecture

The PIM Digital Ecosystem Architecture has been structured into three main parts, consisting of: (1) System Functionality, (2) Digital Ecosystem, and (3) MEF IT Architecture Framework. These three main parts also align with the four layers of the MEF IT Architecture Framework, which include the Business Layer, Data Layer, Application Layer, and Technology Layer.

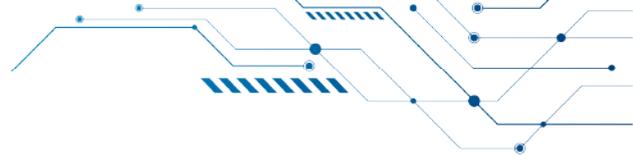
- 1) **System Functionality:** This layer is aligned with the *Business Layer* of the MEF IT Architecture Framework and focuses on the definition of system functions for business operations within the Public Investment Management process. These functions are separated into **core functions** and **supporting functions**. Core functions refer to project-based registry functions and other functions to support each stage of the public investment project cycle including project proposal and appraisal, project budgeting, project implementation, project adjustment, and project completion. Supporting functions include the management of workflows and approvals, access rights, information sharing, communication, reporting and analysis, as well as activity logging and audit trails.





- 2) **Digital Ecosystem:** This layer corresponds to the *Application Layer* and *Data Layer* of the MEF IT Architecture Framework. The *Application Layer* refers to sets of IT systems within the Public Investment Project Management digital ecosystem, which are classified into three categories including: (1) Core Public Investment Project Management system set, (2) Relevant internal system set under MEF, and (3) Relevant system set outside MEF. Systems within each set will undergo integration with the core Public Investment Project Management systems based on their functional and data interdependencies. The *Data Layer* refers to the management of aggregated data stored across these systems to support business and operational requirements, and to define data-sharing mechanisms, interoperability standards, and data governance frameworks within the Public Investment Project Management digital ecosystem.
- 3) **MEF IT Architecture Framework:** This layer is primarily aligned with the *Technology Layer* of the MEF IT Architecture Framework, which refers to the utilization of key IT infrastructure and platforms, such as data centers, servers, networks, shared digital platforms (including CamDigiKey and CamDX), cybersecurity infrastructure such as the Security Operation Center, as well as system development platforms and technologies, such as NestJS, NextJS, PostgreSQL, Kubernetes, Redis and other supporting technologies.





enterprises, and sub-national administrations that related to public investment project management including the PIP Registry Database of the Ministry of Planning, SNA-PMS, Asset Management System, Public Infrastructure Management System, and other related systems.

Integrated Public Investment Project Management Information System (i-PIM)

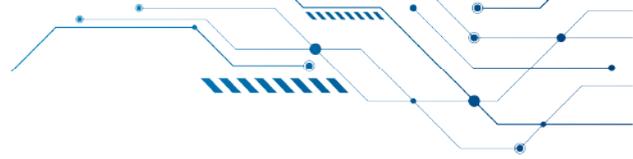
The **i-PIM** system will be newly developed and technically led by the General Department of Digital Economy, in close collaboration with the General Department of Policy of the MEF, which serves as the secretariat of the Public Investment Committee and acts as the business owner responsible for overseeing procedural implementation and business processes. The system is designed to function as a centralized hub that links to various digital systems of relevant General Departments of the MEF and other related systems outside MEF. The system will operate as a single window of MEF for interactions with project owners, acting as a business process facilitator in coordination with the key General Departments of MEF, functioning as the integrator and enabler of data interoperability across systems, and serving as the coordinator for reporting and analytical functions, thereby providing a comprehensive nationwide perspective on public investment projects. The **i-PIM** system will offer a common portal for relevant stakeholders, especially project owners, enabling them to perform some activities including: creating and entering project data; uploading and submitting project documents; submitting project proposals to MEF; tracking the status and progress of the submissions; recording and updating information related to project implementation, as well as other related functions. The system will transmit and synchronize data in near real time to the respective digital systems managed by the responsible General Departments of the MEF.

In cases where project owner already has an existing digital system for managing public investment projects, a feasibility study and assessment may be conducted to explore the potential for technical and functional system integration with the i-PIM system.

Project Implementation Management Systems of Key General Departments in MEF

The Public Investment Project Implementation Management systems within the MEF are defined as four distinct systems, each corresponding to different sources of financing and managed by four key General Departments of MEF. At present, only two systems are operational, namely the PPDMS for public investment projects financed from external sources and DI-PMS for public investment projects financed by the national budget at national administration level. However, both systems may undergo technical functional enhancements and improvements to accommodate future data integration within the new digital ecosystem. In contrast, the remaining two systems will require new development based on their respective





functional and technical specifications, including the Public Investment Project Implementation Management System for projected implemented under Public-Private Partnership mechanisms (PPP-PIMS) and the Public Investment Project Management System for projects financed by the national budget at the sub-national administration level (SNA-PIMS).

These four systems shall be integrated with the i-PIM system to exchange data submitted by project owners, update information to project owners, and verify public investment project details. Key functions within the four systems may include the management of project submission and selection; management of project implementation, including project progress reporting, contract monitoring, and budget execution monitoring; management of internal workflows and documents; and management of project completion and handover processes, etc.

Relevant systems within MEF and outside MEF's Mandate

Within MEF, systems relevant to the public investment projects include the BPS, which supports budget allocation and budgeting process for projects; the FMIS, which supports the execution and disbursement of project budgets; the SARMIS, which supports the registration and management of state assets acquired or created through the public investment projects; and the DMFAS, which supports the management of projects financed through external sources. These systems will be progressively integrated or interfaced with the core systems of the public investment project digital ecosystem.

Similarly, outside the MEF, various ministries, institutions, or public entities may also have systems related to public investment projects, such as the Three-Year Rolling Public Investment Program Database Management System of the Ministry of Planning. These external systems will also be included in the phased integration roadmap with the core systems of the public investment projects digital ecosystem in order to enhance the overall capability of the Public Investment Project Management digital ecosystem in terms of efficiency and increased automation.

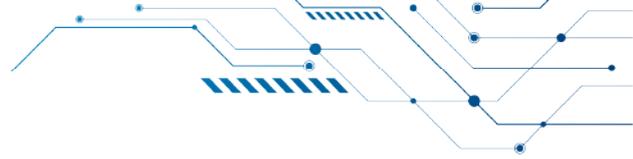
3.5. Stakeholders and Roles within the Digital Ecosystem Architecture Framework

The key stakeholders in the Digital Ecosystem Architecture Framework for Public Investment Project Management are as follows:

Entities within MEF

The Public Investment Committee of MEF: Provides strategic direction and oversees and promotes the development and implementation of the unified centralized platform for





Public Investment Project Management, which serves as the common foundation for managing public investment projects from all financing sources. It acts as the gatekeeper for registration and verification of public investment project from all sources of financing.

General Department of Policy: Participates in the i-PIM system development and improvement in its role as system owner and operator; sets the direction for system implementation; defines key functional requirements of the system – particularly analytical, reporting, and project selection and evaluation functions – and establishes data requirements and standards. It also registers all public investment projects submitted to the MEF and consolidates progress reports on the implementation of public investment project.

General Department of Digital Economy: Responsible for the digital and technical aspects of the i-PIM system, including system development, enhancement, improvement, innovation and operation management. Its also coordinates cooperation on system integration and interfacing with related systems, as well as phased rollout and deployment of the system.

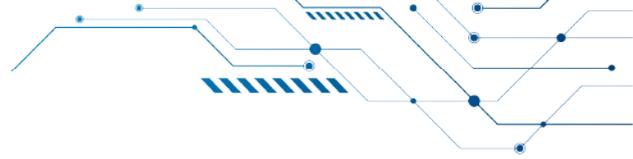
Key General Departments under MEF: This refers to the Department of Investment of the General Department of Budget, the General Department of International Cooperation and Debt Management, the General Department of Public-Private Partnerships, and the General Department of Sub-National Administration Finance, which are responsible for developing, improving, and using their respective public investment project implementation management systems at the internal level in order to receive, review and approve project proposals; monitor project implementation; and manage internal workflow and documents. These General Departments shall collaborate with the General Department of Digital Economy to integrate data with the i-PIM system, enable data interoperability, exchange necessary data for verification purposes, and improved strategic direction of public investments.

General Department of State Property and Non-Tax Revenue: Manages and operates the SARMIS system, which may be integrated or interfaced with the i-PIM system for data sharing related to the registration of state assets arising from public investment projects.

General Department of Public Financial Management Information Technology: Provides cooperation and technical support for system integration within its area of responsibilities, including BPS and FMIS system, with the i-PIM system and/or the public investment project implementation management systems of the key General Departments of the MEF.

Technical Working Team of the MEF IT Council: Provides support in the area of IT infrastructure and governance, including data centers, the security operation center, and relevant IT policies, standards, and technical guidelines.





Provincial/Municipal Departments of Economy and Finance: Use and access the i-PIM system to monitor the implementation of public investment projects at the sub-national administration level, in accordance with their assigned roles and responsibilities within the public investment project cycle for sub-national administrations.

External Institutions outside MEF

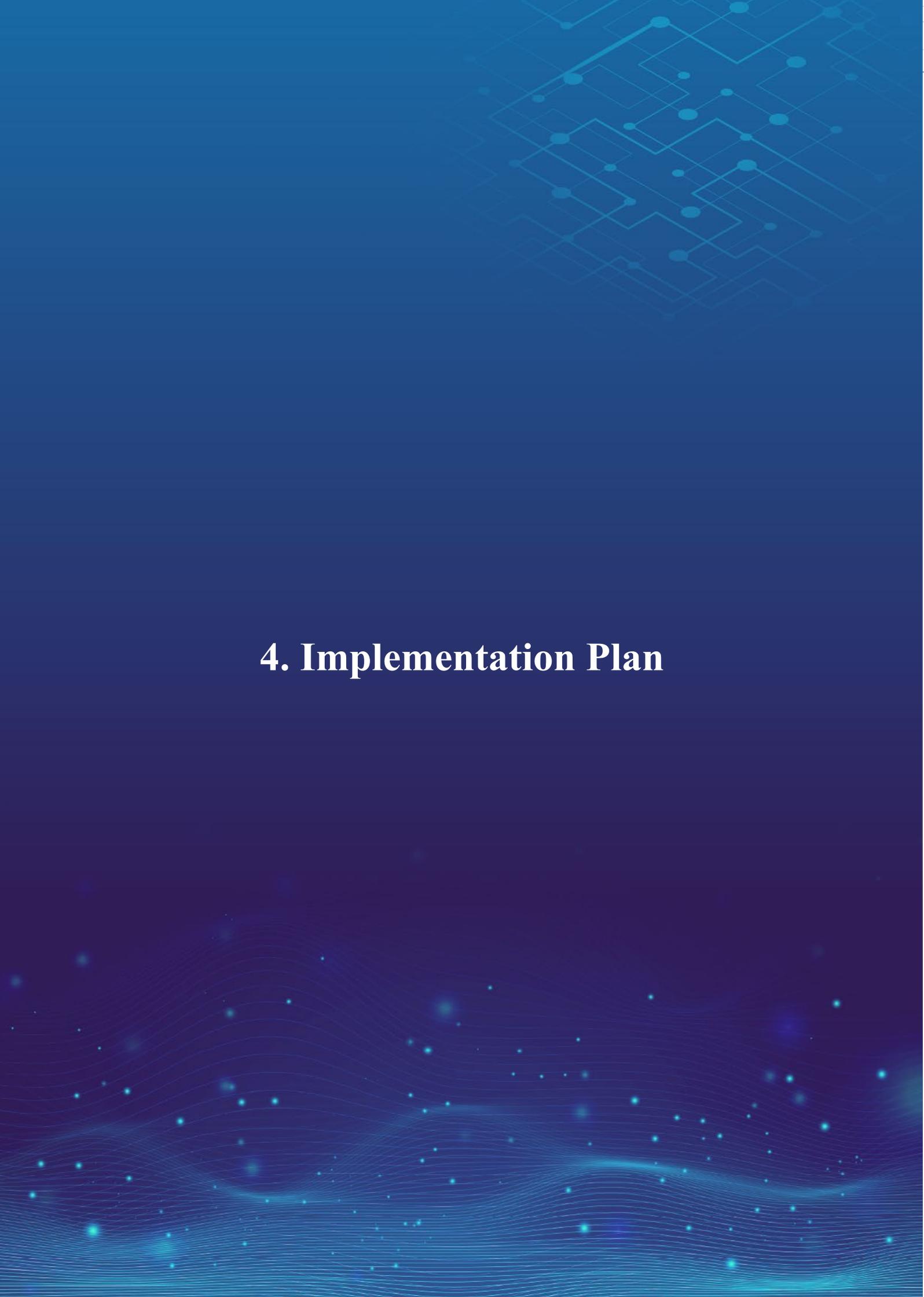
Ministries, institutions, equivalent public entities, public institutions and public enterprises acting as project owners: Use and access the i-PIM system to submit project proposals, track the submission status, update project information, and provide cooperation in system integration or interfacing between their internal systems and the i-PIM system, where applicable.

Sub-national Administrations acting as project owners: Use and access the i-PIM system to support their roles related to the implementation and monitoring of public investment projects at the sub-national administration level.

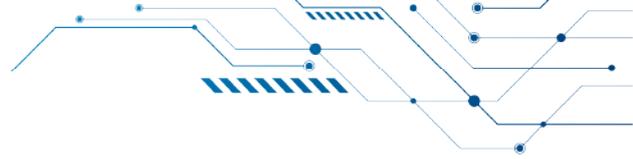
Ministry of Planning: Facilitates and provides cooperation in integrating or interfacing the Three-Year Rolling Public Investment Program Database Management System with the i-PIM system.

Ministry of Interior: Coordinates and collaborates in integrating or interfacing relevant systems under the Ministry of Interior that manage public investment project data for sub-national administrations and the i-PIM system.





4. Implementation Plan



Recognizing that the Digital Ecosystem Architecture Framework for Public Investment Project Management involves many stakeholders and encompasses a collection of interrelated information technology systems including both existing systems and newly developed systems – the implementation plan primarily focuses on the activities led and owned by entities within MEF, as well as activities related to the systems under MEF’s mandate. Furthermore, the implementation of this framework adopts a phased and incremental approach – starting small and scaling up gradually – while emphasizing high levels of coordination and collaboration, step-by-step adaptation, and progressive system integration within the modernized digital ecosystem for public investment project management.

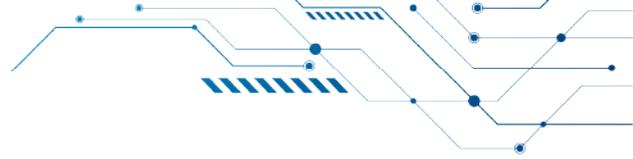
4.1. Implementation Strategy

The implementation strategy for this architecture framework focuses on the development, strengthening and expansion of digital systems that support the public investment project management process, based on the principle of “start small and simple, while ensuring robustness and scalability”. This implementation strategy is directed toward two main priorities (1) the development of the new systems and improvement of the existing systems, and (2) the expansion and strengthening of system implementation and integration across systems.

Key Activities of the Strategy include:

- Developing the new i-PIM system, beginning with core functions at the pre-implementation stage of public investment projects for national administrations, and progressively expanding core functions before adding supporting functions and features for sub-national administrations.
- Developing two new IT systems, namely (1) the Public-Private Partnership Public Investment Project Implementation Management System, and (2) the Sub-National Administrations Public Investment Project Implementation Management.
- Strengthening the functionality of two existing IT systems to enable their adaptation and integration into digital ecosystem for Public Investment Project Management, namely (1) the Public Investment Project Implementation Management System for projects financed from external sources; and (2) the Public Investment Project Implementation Management System for projects financed by the national budget at the national administration level.
- Expanding system integration between the i-PIM system and the project implementation management systems of the four key General Departments of





MEF, as well as interfacing with other related systems within MEF and with systems outside the MEF's mandate.

- Rolling out and progressively expanding the implementation of i-PIM in phases, starting with the key General Departments of MEF, then expanding to line ministries and equivalent public entities at the national administration level that serve as project owner, and subsequently extending to sub-national administration level.
- Expanding the full digitalization of operational workflows and business processes across all stages of the Public Investment Project cycle.

4.2. Implementation Roadmap

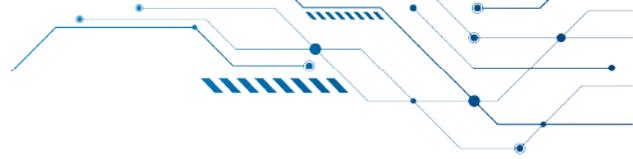
The implementation of the Digital Ecosystem Architecture Framework for Public Investment Project Management will proceed in phased manner over an initial four-year period, as follows:

Phase 1 (2025-2026): Establish the foundational core systems of the Digital Ecosystem for Public Investment Project Management, with a primary focus on national-level administration and the initial rollout to a selected number of line ministries. This phase aims to achieve the following outputs:

- Develop two new core systems, including (1) the i-PIM System, focused on public investment projects at the national administration level; and (2) the PPP-PIMS system, for managing the implementation of projects under the Public-Private Partnership (PPP) mechanisms.
- Establish interoperability between the i-PIM system and the PPP-PIMS system, and conduct a feasibility study for interfacing i-PIM system with the system of the Ministry of Planning.
- Deploy and roll out the i-PIM system across the key General Departments of MEF and to a selected number of project-owning line ministries or public institutions at the national administration level.

Phase 2 (2027-2028): Further develop and strengthen the core system functions of the Digital Ecosystem for Public Investment Project Management, including the incorporation of features for sub-national administrations and the enhancement of automation in operational workflows for public investment project management. This phase aims to achieve the following outputs:





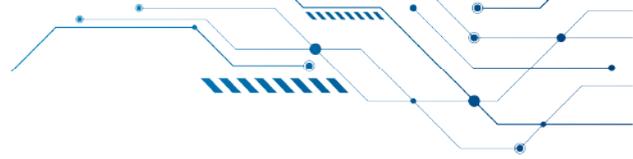
- Continue the development and enhancement of the core systems, specifically (1) Enhancing i-PIM system by adding core functions for sub-national administration and incorporating additional supporting functions; (2) developing the new Sub-National Administration Public Investment Project Implementation Management System (SNA-PIMS); (3) developing and enhancing the functionality of the PPDMS system; and (4) developing and enhancing the functionality of the DI-PIMS system.
- Establish interoperability between the i-PIM system and the PPDMS, DI-PIMS, SNA-PIMS systems, while also conducting feasibility studies for the integration of the i-PIM system with FMIS, BPS, SARMIS, DMFAS, and other relevant systems in line ministries and other public institutions.
- Expand the rollout of the i-PIM system to all project owners at the national administration level, and subsequently to project owners at the sub-national administration level.

4.3. Budget Support Requirements Preparation

To successfully implement this architecture framework, it is essential to have adequate human resources and financial resources to support key stakeholders in the Digital Ecosystem for Public Investment Project Management for the development, enhancement, improvement, and operation of information technology systems, including the newly developed and existing systems. Particular emphasis will be placed on the development of the i-PIM system, which is a new and foundational core system within the Digital Ecosystem for Public Investment Project Management. Stakeholders involved in this architecture shall prepare and submit their respective budget requests based on their roles and responsibilities as defined within this architecture framework.

The budget support requirements may be categorized into the following components: system development, system enhancement, system interfacing and integration, data migration, IT infrastructure preparation, software licensing, cybersecurity, capacity building and change management, maintenance and support, project management and coordination, and other unforeseen contingencies.

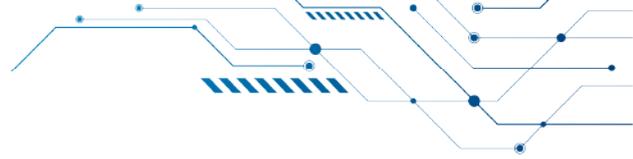




4.4. Risks

Risk	Level	Mitigation Strategy
Coordination challenges among stakeholders (multiple stakeholders, diverse systems, and differing business processes and procedures)	High	<ul style="list-style-type: none"> - Leverage existing coordination and governance mechanisms under the Public Investment Committee and the Public Financial Management Reform Steering Committee to provide strategic guidance, coordination, and oversight for the development and implementation of the digital ecosystem for the public investment management across all stakeholders. - Conduct regular quarterly meetings to monitor progress and to address challenges.
Change resistance to new ways of working, especially the shift to fully digital processes	High	<ul style="list-style-type: none"> - Implement comprehensive change management programs and organize structured users training sessions. - Provide strong, responsive, and continuous support services.
Lack of technical human resources at relevant ministries, public institutions or public entities	High	<ul style="list-style-type: none"> - Request support from GDDE
Technical complexity in achieving system interoperability	Medium	<ul style="list-style-type: none"> - Use of standardized APIs - Comply to the MEF IT Architecture.
Cybersecurity threats and data privacy issues	Medium	<ul style="list-style-type: none"> - Install cybersecurity tools for certain systems - Connect to MEF Security Operations Center (SOC) for regular inspection and monitoring
Data quality and standardization issues arising from inconsistencies in data definitions, formats, and usage across existing systems.	Medium	<ul style="list-style-type: none"> - Strengthen the data governance framework - Establish and enforce the data quality monitoring and control framework - Develop and implement data standard, data dictionaries, and data validation rules. - Assign dedicated data management officers or data stewards at each entity.





Budget Shortage / Lack of Funding	Medium	<ul style="list-style-type: none"> - Prepare phased and prioritized budget plan aligned with annual budget cycles - Mobilize external support from development partners to finance or provide technical assistant for selected components of the project, where appropriate.
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Table 1. Risks of Implementing the Architecture Framework

4.5. Coordination, Monitoring and Evaluation Mechanism

The coordination, monitoring, and driving of the implementation of the Digital Ecosystem Architecture Framework for Public Investment Project Management will leverage existing coordination and oversight mechanisms under the Public Investment Committee and the Public Financial Management Reform Steering Committee. Where necessary, technical working groups may be established to facilitate effective internal coordination within MEF.

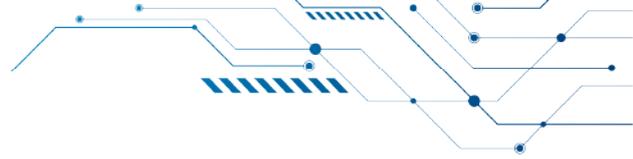
In this regard, each relevant General Department or unit of MEF, as well as relevant line ministries or public institutions, shall prepare and incorporate specific action plans for their participation in implementing this digital ecosystem architecture framework into the annual action plans of the Public Financial Management Reform Program (PFMRP). These plans shall be subject to coordination, monitoring, and evaluation by the Public Financial Management Reform Program Steering Committee. When preparing these action plans, consultations and coordination discussions shall be conducted with the General Department of Digital Economy and the General Department of Policy, who are directly responsible for coordinating the implementation of this architecture framework. At the same time, the key activities of this architecture framework shall be integrated and aligned into the Public Investment Management System Reform Strategy of Cambodia, which is subject to separate but aligned monitoring and evaluation of the modernization efforts under the umbrella of the Public Financial Management Reform Program Steering Committee.

Relevant General Departments of MEF involved in implementing this framework shall be invited, as appropriate, to participate in monitoring and progress review meetings. These meetings will be organized by the entities tasked with coordinating the development and operational rollout of the digital ecosystem, with the aim of reviewing overall progress, discussing implementation status, and identifying and resolving practical challenges that may arise during implementation.





5. Conclusion



The Digital Ecosystem Architecture Framework for Public Investment Project Management has been developed based on a thorough and detailed study of the current state of public investment management. This study encompassed existing policy and legal frameworks, the public investment project cycle, the current use of information technology systems, and a series of consultative meetings with key stakeholders. This architecture framework provides a clear strategic blueprint for the modernization and digitalization of public investment project management in Cambodia. It serves as the foundation for building an integrated, transparent, and accountable public investment project management system with reliable and consistent master data, which contributes to data-driven decision-making, enhances synergy and connectivity among stakeholders, and strengthens governance at every stage of the public investment project cycle.

This architecture framework is expected to address current challenges while establishing a solid foundation to enhance the efficiency of public investment project management in Cambodia. The framework clearly defines the vision, key measures, principles and approaches, stakeholder roles and responsibilities, and the set of digital systems within the digital ecosystem for public investment project management. Furthermore, it provides a strategic implementation roadmap for a four-year period, spanning from 2025 to 2028.

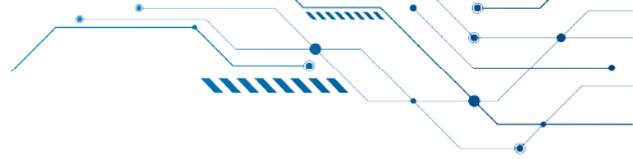
In this regard, the successful implementation of this framework requires strong support from senior managements, adequate financial resources, effective coordination, active participation and high level of cooperation from all relevant stakeholders, especially those within the MEF, as well as line ministries or public institutions who are project owners. The implementation of this architectural framework will drive a complete digital transformation of the public investment project management process, spanning from the initial stage of the public investment project cycle—identification and proposal preparation—to the final stage, which is project completion and end-of-project evaluation. This transformation will ensure an efficient flow of data between entities or institutions, maintains data consistency and shared usability, and enables full interoperability between systems under the umbrella of the Digital Ecosystem Architecture Framework for Public Investment Project Management.

In summary, this architectural framework will contribute significantly to achieving the goals of the PFM RP Phase 4, the Cambodia Digital Government Policy 2022-2035, and the Cambodia Digital Economy and Society Policy Framework 2021-2035. Furthermore, it supports Cambodia's vision of building a modern, inclusive, and efficient public administration while maximizing the potential of existing digital technologies





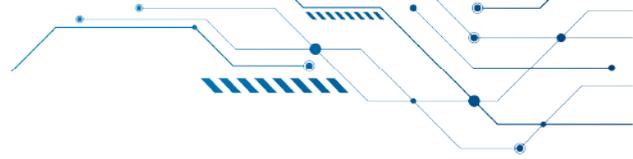
Annexures



Annex 1: List of Policy and Legal Framework Documents

- Pentagonal Strategy - Phase I
- National Strategic Development Plan of the Royal Government, 7th Legislature of the National Assembly
- Three-Year Rolling Public Investment Program
- Three-Year Rolling Development Plan and Investment Program for Capital Cities, Provinces, Towns, Districts, and Khans
- Medium-Term Public Financial Framework
- Vision and Strategy of the Public Financial Management Reform Program - Phase 4
- Budget System Reform Strategy 2018-2025
- Public Investment Management System Reform Strategy 2019-2025
- Public Procurement System Reform Strategy 2019-2025
- Budget System Reform Strategy for Sub-National Administration 2019-2025
- Information Technology Architecture Framework of the Ministry of Economy and Finance
- Law on the Public Financial System
- Law on Public-Private Partnerships
- Law on Investment of the Kingdom of Cambodia
- Annual Law on Financial Management
- Law on the Management, Use, and Handling of State Property
- Sub-Decree on Public Investment Management
- Sub-Decree on the Three-Year Rolling Public Investment Program
- Sub-Decree on the Three-Year Rolling Investment and Development Program for Capital Cities, Provinces, Towns, and Districts
- Sub-Decree on Public Procurement
- Prakas on the Establishment of the Public Investment Committee
- Prakas on Common Principles for the Management of Road Infrastructure Maintenance Projects





Annex 2: Interoperability Framework

Overview: The interoperability framework is a key component of the digital ecosystem architecture framework for managing public investment projects. It provides standards, mechanisms, and governance for data exchange, coordination, and seamless integration between systems within the digital ecosystem for public investment project management. Interoperability ensures that systems developed by different entities or institutions can communicate, share data, and operate as a cohesive, consistent, secure, and accountable digital ecosystem.

Objectives:

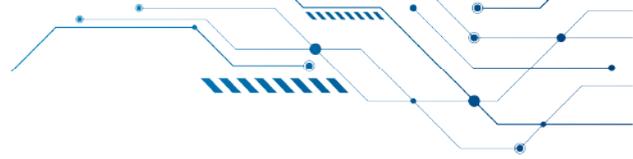
- 1) Enable data sharing and integration among all systems involved in public investment projects, both within and outside the Ministry of Economy and Finance.
- 2) Enhance technical consistency through the use of data standards and protocols, and the definition of metadata.
- 3) Ensure interoperability between institutions through governance, defined roles, and coordination mechanisms among relevant institutions.

Principles: In principle, all information technology systems within the digital ecosystem for managing public investment projects must be designed for interoperability in accordance with the principles outlined in the Ministry of Economy and Finance's information technology architecture framework. In addition to these established principles, interoperability within this framework must utilize a single Unique Project ID and include a notification function to provide updates related to the project's status.



Figure 7. Interoperability Framework

(Ref: Information Technology Architecture Framework of Ministry of Economy and Finance)



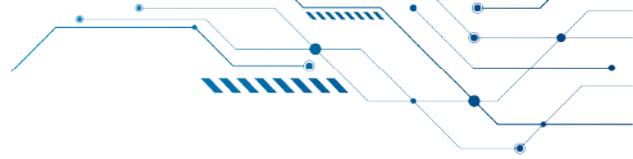
Interoperability Layer: The interoperability framework is defined by four-layers: 1) Technical Layer, 2) Semantic Layer, 3) Organizational Layer, and 4) Legal and Policy Layer.

- 1) **Technical Layer:** Establishes technical standards and protocols, such as APIs, web services, data exchange gateways, CamDX, and data formats like XML/JSON, among others.
- 2) **Semantic Layer:** Defines consistent meanings and interpretations for exchanged data through the development of data dictionaries, shared code lists, metadata standards, and master data, among others.
- 3) **Organizational/Institutional Layer:** Specifies how institutions/organizations coordinate procedures, roles, and responsibilities for data sharing, including the establishment of Standard Operating Procedures (SOPs), data-sharing agreements, and roles related to data as part of data governance.
- 4) **Legal and Policy Layer:** Ensures that data exchange and system integration comply with existing legal frameworks, both within the Ministry of Economy and Finance and at the government level, including policies on data privacy, data standards, and data classification, among others.

Components of Interoperability: These include 1) Central Data Integration System, 2) Cambodia Data Exchange Platform, 3) API Management, 4) Master Data and Metadata Repository, and 5) Data Governance Framework.

- 1) **Central Data Integration System (i-PIM):** Serves as the core data system and coordinates with various systems within the digital ecosystem for managing public investment projects.
- 2) **Cambodia Data Exchange Platform (CamDX):** A foundational digital infrastructure that facilitates standardized and secure data exchange between systems.
- 3) **API Management:** Provides a platform for managing and monitoring the use of APIs between systems.
- 4) **Master Data and Metadata Repository:** Maintains definitions, classifications, and reference codes for shared data.
- 5) **Data Governance Framework:** Ensures compliance with established policies and accountability for data quality and usage.





Integration Models: These include 1) Integration within the Ministry of Economy and Finance (MEF) systems, 2) Inter-Ministry/Institution integration, and 3) Integration between MEF systems and non-government institutions.

- 1) **Intra-Ministry System Interfacing:** Involves integrating systems within the MEF, particularly i-PIM, PPP-PIMS, DI-PIMS, PPDMS, SN-A-PIMS, FMIS, BPS, and SARMIS.
- 2) **Inter-Ministry System Interfacing:** Involves integration between MEF systems and those of other government ministries/institutions, such as systems of the Ministry of Planning, the Ministry of Interior, and others.
- 3) **External System Interfacing:** Involves integration between MEF systems and systems of development partners or private sector entities with relevant involvement. This type of integration may occur in the future based on specific needs.

Roles and Responsibilities of Relevant Stakeholders

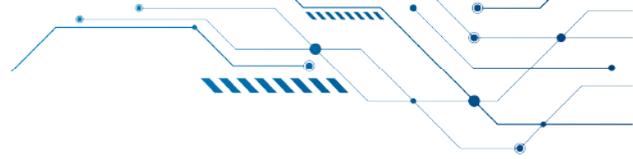
Ministries, Public Institutions, Entities under MEF relevant to Public Investment Projects:

- Assign a dedicated working group to support interoperability between their systems and the central system.
- Provide documentation on API usage, utilizing tools such as Swagger or Postman, to ensure developers can easily understand and work with APIs.
- Ensure their systems can retrieve the Unique Project ID and related project data as required for data exchange.
- Conduct thorough and complete testing of API deployment in a test environment to ensure that various functions perform as expected.
- Take responsibility for the quality of their data as data owners before any data exchange occurs.

General Department of Digital Economy of MEF:

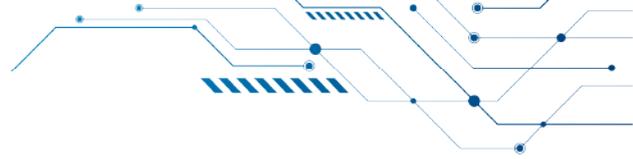
- Establish common standards for the design, development, and maintenance of APIs in line with best practices and the MEF's information technology architecture framework, ensuring reliability, scalability, and ease of use for relevant stakeholders.





- Maintain clear mechanisms for managing and storing master project data within the i-PIM system.
- Provide ongoing support and coordination for integrating relevant information technology systems into the digital ecosystem for managing public investment projects, particularly facilitating integration with the i-PIM system under its management.
- Regularly monitor the interoperability of systems managed by relevant stakeholders, focusing on security and compliance, to ensure the overall stability of the digital ecosystem.





Annex 3: Data Governance Framework

Overview: The Data Governance Framework is an essential component of the Digital Ecosystem Architecture Framework for Public Investment Project Management. It establishes the principles, structures, processes, and responsibilities required to ensure that data collected, stored, and shared within the digital ecosystem are of high quality, secure, and used appropriately. Effective data governance is critical to achieving data integrity, transparency, accountability, and trust, and supports evidence-based decision-making and efficient coordination among institutions engaged in public investment management.

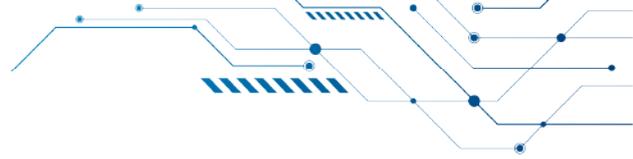
Objectives:

- 1) Ensure data quality, consistency, and reliability across all systems and entities within the digital ecosystem.
- 2) Define clear roles and responsibilities for data ownership, stewardship, and use.
- 3) Promote data security, privacy, and ethical use in compliance with relevant legal and policy requirements.
- 4) Facilitate data sharing and reuse through standardized governance mechanisms and data management practices.

Principles: This framework shall comply with the principles set out in the Ministry of Economy and Finance’s Information and Technology Architecture Framework regarding the role and responsibilities for data. In addition, this data governance framework highlights the following principles including accountability, data quality, transparency, security and privacy, interoperability and data reuse, and ethical use, and sustainability.

- **Accountability:** Clear ownership and stewardship for all datasets, ensuring traceability of data changes and usage.
- **Data Quality:** Data must be accurate, complete, consistent, and timely.
- **Transparency:** Data policies, access rights, and usage processes must be visible and understandable to authorized stakeholders.
- **Security and Privacy:** Data shall be protected against unauthorized access, disclosure, or alteration, ensuring compliance with national security and privacy regulations.
- **Interoperability and Reusability:** Data should be standardized and shared across systems through common formats and reference codes.





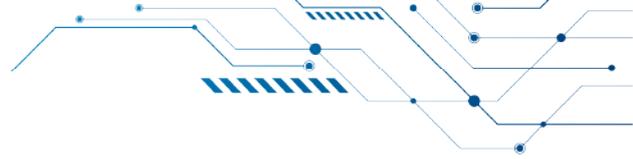
- Ethical Use of Data: All data usage must align with public interest, legality, and the intended purposes of public investment management.
- Sustainability: Data governance processes must be institutionalized, ensuring continuity beyond individual projects or system upgrades.

Data Governance Structures: This section defines the roles and responsibilities of relevant stakeholders to ensure the quality, integrity, and security of data within the digital ecosystem for public investment project management, by implementing the following key data governance roles:

- Data Owner: Includes project-owning institutions or entities, as well as the key General Departments of the Ministry of Economy and Finance (MEF) (such as GDB-DI, GDICDM, GDPPP, GDSNAF, and GDP). The Data Owner is the institution or entity responsible for the content, meaning, and quality of the data, and authorizes approval for sharing the data with other parties. In this context, even when the data is integrated with the central system or any other system, the Data Owner retains full control and management of their own data through the use of the common portal.
- Data Steward: Includes designated data stewards from the key General Departments of MEF, Sub-National Administration, and project-owning entities. Accordingly, each relevant stakeholder shall assign a Data Steward responsible for reviewing, validating and ensuring the quality of public investment project data within the system.
- Data Custodian: Includes General Department of Digital Economy (GDDE), which manages the i-PIM system; the Technical Working Group of the MEF Information Technology Council, which manages the data center and shared IT infrastructure services; and key General Departments of MEF, which manage information technology systems within their respective mandate.
- Data Consumer refers to all stakeholders who are granted permission to access and use data in accordance with defined access rights, purposes, and usage conditions.

Core Components of the Data Governance: These include 1) Data Ownership and Data Stewardship, 2) Data Quality Management, 3) Metadata and Master Data Management, 4) Security and Privacy Monitoring, 5) Data Sharing and Access Management, 6) Data Lifecycle Management, and 7) Data Ethics and Compliance.





Data classification:

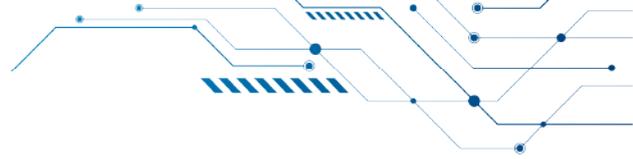
Classification	Description	Access
Public	Refers to data that the public can access and use including project lists, public reports, and dissemination materials.	Public Access
Internal	Refers to data that are shared internally among entities within MEF	Authorization Required
Confidential	Refers to data that are highly sensitive or confidential, such as information related to project's contract, financial details, or other restricted information.	Authorization Required

Table 2. Data Classification

Data Governance Process: Implemented through a continuous cycle of planning, execution, monitoring, and ongoing improvement.

- Data Planning: Defines data requirements, sources, and responsibilities for each stage of the project cycle.
- Data Collection: Data shall be collected through user inputs and/or automated system integrations. Data must be validated for completeness and accuracy before being submitted into the digital ecosystem.
- Data Storage: Data shall be securely stored within centralized or federated databases, and linked with standardized metadata, audit logs, and version control mechanism.
- Data Access: Access rights shall be managed through role-based access control and granted via portals, reports, or data analytics dashboards in accordance with data classification rules.
- Data Monitoring: Periodic audits, data quality assessments, and governance policy reviews shall be conducted to ensure compliance, identify gaps, and support continuous improvement.



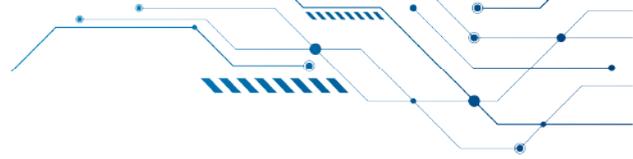


Annex 4: Stages of the Public Investment Project Cycle

1. Stages of the Public Investment Project Cycle – National Administration Level

Stage	Actor	Activity
Stage 1 - Project Identification and Preliminary Proposal Preparation	Project Owner	<ul style="list-style-type: none"> - Identify project needs and objectives - Formulate a preliminary project proposal or concept note - Submit the project proposal to the Ministry of Planning's Three-Year Rolling Public Investment Program
Stage 2 - Feasibility Study and Project Proposal Evaluation	Project Owner	<ul style="list-style-type: none"> - Conduct feasibility study - Evaluate the project from technical, cost, risk, economic, financial, legal, environmental, social impact, and institutional capacity perspectives to assess project viability and readiness
Stage 3 - Review and Appraisal of Project Proposal	MEF	<ul style="list-style-type: none"> - Verify and review the project owner's proposal evaluation - Prepare the project priority list.
Stage 4 - Project Selection and Budget Allocation	MEF	<ul style="list-style-type: none"> - Select projects from the priority list - Determine financing sources - Perform budgeting.
Stage 5 - Project Management and Implementation	Project Owner MEF	<ul style="list-style-type: none"> - Ensure expenditure - Implement procurement procedures - Manage contracts - Process payments - Monitor project implementation progress.
Stage 6 - Project Adjustment	Project Owner MEF	<ul style="list-style-type: none"> - Adjust the project as necessary - Monitor project implementation to verify alignment with the adjusted implementation plan request.
Stage 7 - Utilization and Asset Registration	Project Owner	<ul style="list-style-type: none"> - Inspect and evaluate the completion of infrastructure construction





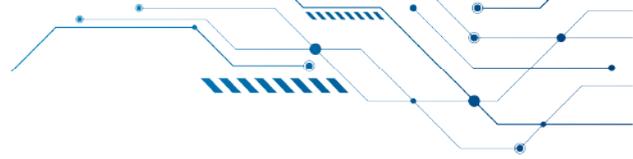
		<ul style="list-style-type: none"> - Decide on handover-receipt - Put into use and register as state property.
Stage 8 - Project Completion Evaluation	Project Owner	<ul style="list-style-type: none"> - Prepare the completion evaluation of project implementation - Prepare the results achievement report, covering both the results achieved during the project implementation period and the final results, along with the challenges encountered during project implementation.

Table 3. Stages of Public Investment Project Cycle – National Administrations

2. Stages of the Public Investment Project Cycle - Sub-National Administrations

Stage 1 - Project Identification	Project Owner (Sub-National Administration)	<ul style="list-style-type: none"> -Identify project needs and priorities to prepare the preliminary list of proposed projects
Stage 2 - Preparation of Priority Projects	Project Owner	<ul style="list-style-type: none"> - Prepare the priority project list by sector and rank priorities - For project owners that are capital city, provincial, municipal, district, or khan administrations, submit the priority investment project list to the Capital City/Provincial Budget Strategy Preparation Working Group
Stage 3 - Compliance Review and Integration	Technical Coordination Committee of Capital City/Province; Capital/Provincial Council;	<ul style="list-style-type: none"> - Review and provide technical and policy compliance review on project proposals





	Capital/Provincial Governor's Office; Capital/Provincial Budget Strategy Preparation Working Group	- Integrate all priority project proposals into the Capital City/Provincial Budget Strategy, in accordance with the program-based budget structure
Stage 4 - Project Selection and Budget Allocation	Project Owner; Capital/Provincial Council; MEF Entities	- Prepare and approve the budget strategy and project selection plan
Stage 5 - Project Document Preparation and Implementation	Project Owner; MEF Entities	- Prepare detailed project documents - Implement the project in accordance with existing procedures and regulations, including budget execution, public procurement implementation, contract management, and monitoring of project implementation progress
Stage 6 - Project Adjustment	Project Owner; Contractor / Service Provider / Supplier	- Adjust the contract in accordance with procedures
Stage 7- Registration and Utilization of State Property	Project Owner	- Register completed projects as state property
Stage 8 - Project Completion Evaluation	Project Owner	- Prepare the project implementation completion and evaluation report.

Table 4. Stages of Public Investment Project Cycle Sub-National Administration



Annex 5: Decision on the Establishment of a Working Group

Unofficial Translation

**KINGDOM OF CAMBODIA
NATION RELIGION KING**

Ministry of Economy and Finance

No. 096 MEF.S.S.R.GDDE

Decision

On

The Establishment of a Working Group for the Preparation on Architecture and Information Technology Project of the Digital Ecosystem for Public Investment Project Management

Deputy Prime Minister

Minister of Economy and Finance

- Having seen the Constitution of the Kingdom of Cambodia
- Having seen the Royal Decree No. NS/RKT/0823/1981, dated 22 August 2023, on the Appointment of the Royal Government of Cambodia;
- Having seen the Royal Decree No. NS/RKT/0224/205, dated 21 February 2024, on the Appointment of Additional Compositions of the Royal Government of Cambodia;
- Having seen the Royal Decree No. NS/RKT/0924/1169, dated 20 October 2024, on the Revision and Appointment of the Compositions of the Royal Government of Cambodia;
- Having seen the Royal Kram No. NS/RKM/0618/012, dated 28 June 2018, promulgating the Law on the Organization and Functioning of the Council of Ministers;
- Having seen the Royal Kram No. NS/RKM/0196/18, dated 24 January 1996, promulgating the Law on the Establishment of the Ministry of Economy and Finance;
- Having seen the Royal Kram No. NS/RKM/0323/001, dated 10 March 2023, promulgating the Law on the Public Finance System;
- Having seen the Royal Kram No. NS/RKM/1121/018, dated 18 November 2021, promulgating the Law on the Public-Private Partnerships;
- Having seen the Sub-Decree No. 43/ANK/BK, dated 25 March 2022, on the Organization and Functioning of the Ministry of Economy and Finance;
- Having seen the Sub-Decree No. 135/ANK/BK, dated 22 May 2023, on the Establishment and Supplementation of the General Department of Digital Economy under the auspices of the Ministry of Economy and Finance;
- Having seen the Sub-Decree No. 41/ANK/BK, dated 25 March 2020, on the Management of Public Investments;
- Having seen the Sub-Decree No. 181/ANK/BK, dated 02 December 2019, on the Promulgation of Standard Operating Procedures for Managing the Preparation and Monitoring of the Implementation of Projects Financed by Development Partner;
- Having seen the Sub-Decree No. 174/ANK/BK, dated 31 August 2023, on the Promulgation of Standard Operating Procedures for Managing Operations for Public-Private Partnerships Projects;
- Having seen the Prakas No. 164/MEF/PRK/GDP, dated 19 March 2024, on the Establishment of the Public Investment Committee;
- Pursuant to the need of the Ministry of Economy and Finance

Hereby Decides

Article 1.-

To establish a “**Working Group for the Preparation on Architecture and Information Technology Project of the Digital Ecosystem for Public Investment Project Management**”, with the following compositions:

- | | | | |
|-----|------------------------------|--|---------------|
| 1. | H.E. Kong Marry | Secretary of State of Ministry of Economy and Finance (MEF), and Secretary General of the General Secretariat of the Digital Economy and Business Committee (DEBC) | Chairman |
| 2. | H.E. Meas Soksensan | Secretary of State of MEF, and Deputy Secretary General of the General Secretariat for Public Financial Management Reform Program (PFM) | Vice Chairman |
| 3. | H.E. Chhoun Samrith | Under Secretary of State of MEF | Vice Chairman |
| 4. | H.E. Taing Ngounly | Director General of the General Department of Digital Economy of MEF | Vice Chairman |
| 5. | Mr. Vongsey Vicheth | Deputy Director General of the General Department of Budget | Vice Chairman |
| 6. | Mr. Iech Setha | Deputy Director General of the General Department of Digital Economy | Member |
| 7. | Mr. Saroeun Sokol | Deputy Director General of the General Department of Subnational Administration Finance | Member |
| 8. | Mr. Chheang You | Deputy Director General of the General Department of Public Financial Management Information Technology | Member |
| 9. | Mr. Chhim Sochraksmey | Director of the General Department of Public-Private Partnerships | Member |
| 10. | Mr. Lay Sopheak | Director of the General Department of Budget | Member |
| 11. | Mr. Bun Chhay | Director of the General Department of Public Financial Management Information Technology | Member |
| 12. | Ms. Nun Chansopheak | Deputy Director of the General Department of Public-Private Partnerships | Member |
| 13. | Mr. Dary Chetana | Deputy Director of the General Department of Budget | Member |
| 14. | Mr. Yong Sy | Deputy Director of the General Department of Budget | Member |
| 15. | Mr. Sok Roath | Deputy Director of the General Department of International Cooperation and Debt Management | Member |
| 16. | Ms. Ty Lymey | Deputy Head of the Secretariat of the General Department of Subnational Administration Finance | Member |
| 17. | Mr. Kun Senghorn | Chief of Office of the General Department of International Cooperation and Debt Management | Member |
| 18. | Mr. Dy Sarkden | Chief of Office of the General Department of Subnational Administration Finance | Member |



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19.	Mr. Udom Samreth	Chief of Office of the General Department of Public-Private Partnerships	Member
20.	Mr. Ha Sokun	Chief of Office of the General Department of Public Financial Management Information Technology	Member
21.	Mr. Khen Chantha	Chief of Office of the Financial Technology Center	Member
22.	Ms. Nuon Vanna	Deputy Chief of Office of the General Department of Subnational Administration Finance	Member
23.	Mr. Phang Kosal	Officer of the General Department of International Cooperation and Debt Management	Member
24.	Mr. Heang Soyaro	Senior Specialist Officer of PFM	Member
25.	Mr. Lim Sokheng	Senior Specialist Officer of PFM	Member
26.	Mr. Tan Vanlik	Officer of DEBC	Member
27.	Mr. Rith Ratanak	Officer of DEBC	Member
28.	Ms. Lon Raksmeynita	Officer of the General Department of Subnational Administration Finance	Member
29.	Ms. Ly Suyleng	Officer of the General Department of Subnational Administration Finance	Member

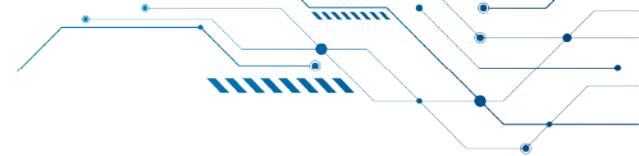
Article 2.-

Working Group for the Preparation on Architecture and Information Technology Project of the Digital Ecosystem for Public Investment Project Management shall have the following roles and duties:

- Formulate plans and roadmaps to guide the establishment of an integrated information technology system for public investment project management
- Formulate the Digital Ecosystem Architecture for Public Investment Project Management as part of the MEF's Integrated Digital Ecosystem.
- Establish the Data Governance and Interoperability Frameworks within the Digital Ecosystem for Public Investment Project Management
- Lead and coordinate the architectural design and development planning for Information Technology systems to support Public Investment Project Management
- Conduct a comprehensive study and assessment of all Public Investment Project Management Information Technology systems, whether operational or under development, at the national and sub-national levels
- Mobilize the necessary human and financial capital to drive the development of an integrated Information Technology system for Public Investment Project Management
- Organize meetings, workshops, and study visits to gather inputs, share experiences, and exchange best practices and consultations, as necessary
- Prepare progress reports, achievements, and challenges for submission to the Deputy Prime Minister and Minister of Economy and Finance
- Perform other roles and tasks as assigned by the Chairman of the Working Group.

Article 3.-

Working Group for the Preparation on Architecture and Information Technology Project of the Digital Ecosystem for Public Investment Project Management shall meet as invited by the



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chairman. In the absence of the Chairman or as necessary, the Chairman may delegate authority to the Vice-Chairman to preside over a meeting.

Working Group members shall attend meetings upon the invitation of the Chairman, or the Vice-Chairman in the Chairman's absence, or in case of necessity. The Chairman, or the Vice-Chairman in the Chairman's absence or in case of necessity, shall have the authority to invite representatives from relevant ministries, institutions, and entities, as well as the private sector, to attend meetings and participate in consultations, as necessary.

Article 4.-

Working Group for the Preparation on Architecture and Information Technology Project of the Digital Ecosystem for Public Investment Project Management shall have the right to use the seal of the MEF in the performance of its roles and duties.

Article 5.-

Working Group for the Preparation on Architecture and Information Technology Project of the Digital Ecosystem for Public Investment Project Management shall have the General Department of Digital Economy of the MEF serving as its Secretariat. The Secretariat of the Working Group shall serve as the secretariat to the Working Group in carrying out administrative and technical support.

Article 6.-

Working Group for the Preparation on Architecture and Information Technology Project of the Digital Ecosystem for Public Investment Project Management and The Secretariat of the Working Group may use the incentive budget of the MEF or funds from the Public Financial Management Reform Program to support the performance of their roles and duties, subject to the decision of the Deputy Prime Minister, Minister of Economy and Finance.

Article 7.-

The Head of the Cabinet, the Secretary General, Delegates of the Royal Government in charge as Directors General of the General Department, Directors General of the General Departments, the Inspector General of the General Inspectorate Department, and Heads of relevant units under the supervision of the MEF, as well as the individuals concerned as stipulated in Article 1 above, shall be responsible for implementing this Decision in accordance with their respective duties, with effect from the date of signature.

Phnom Penh, 24th October 2024

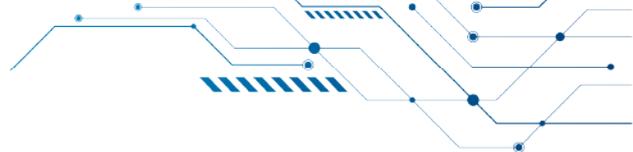
**Deputy Prime Minister
Minister of Economy and Finance**

Signature and Seal

AKKA PUNDIT SAPHEACHA AUN PORNMONIROTH

Receiving Places:

- Office of the Council of Ministers
- Ministry of Civil Service
- As Article 7
- Archives-Chronicle



List of Members of the Working Group for Preparing the Architecture Framework of the Digital Ecosystem System for Public Investment Project Management

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