



**Kingdom of Cambodia  
Nation Religion and King**

**Guideline  
on  
C/S Development Plan and  
C/S Investment Program**

**Prepared by Inter-ministerial Working Group  
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## **Guideline on Preparation of C/S Development Plan and C/S Investment Program**

Reference to the inter-ministerial Prakas of Ministry of Interior and Ministry of Planning No 2423 PRK, dated [July 03, 2007](#) on the preparation of C/S Development Plan and C/S Investment Program stated that “Ministry of Interior and Ministry of Planning should collaborate in preparing and disseminating the guideline on the preparation of C/S Development Plan and C/S Investment Program follow the article 11 and 12 of this Prakas”.

This guideline will guide all users, especially C/S councilors, C/S Planning and Budgeting Committee (PBC) and other stakeholders (such as C/S clerk, DFT, PFT, district planner . . .etc.) on how to prepare the C/S Development Plan (CDP) and C/S Investment Program (CIP).

### **1. C/S DEVELOPMENT PLANING**

#### **1.1. POINTS TO BE CONSIDERED FOR PREPARATION OF CDP**

A good plan is a plan that includes the strategies to achieve the objectives or goal and respond to the needs of communities and it should be interested by concerned stakeholders in offering support to improve the living standard of people in C/S. Therefore, during the preparation of plan, especially during the preparation of CDP, C/S councils and PBC should consider the sequence points as following:

Identification of **needs** ⇔ setting development **goals** ⇔ identification of strategy on how to achieve the goals

Every year, each C/S has its own budget. In order to utilize this budget effectively, C/S councils should consider to following key points:

- What are the most prioritized needs for C/S?
- What C/S wants to achieve within the next 5 years?
- What C/S expects to achieve with the resources available in next 5 years?
- What kind of service that C/S want line departments/sectors to provide for their people?
- What C/S could do in order to ensure the good management and implementation of the projects?
- What citizens could contribute to the project and how?

CDP will be valid for 5 years, so when preparing CDP, C/S councils should seriously take into account on strategies for development of physical infrastructure and non-infrastructure in order to respond to the prioritized needs of communities which will contribute directly to improve the living standard and well-being of citizens.

In addition, the other important point is the sustainability of investment projects operation such as budget, labour to be mobilized to secure the operation and maintenance of that investment projects. Example: to construct a village road, C/S should consider that who will maintain this road? How? And who will pay the maintenance cost?

Due to the C/S fund can respond to only some the prioritized needs of citizens, C/S councils should send their plan to provincial line departments/institutions, NGOs and other donors to ask for support.

## 1.2. PROCEDURE OF C/S DEVELOPMENT PLANNING

In the article 11 of the inter-ministerial of Ministry of Interior and Ministry of Planning on the preparation of CDP and CIP has defined the content and cycle of CDP. Below is detail description of CDP content.

### 1.2.1. The Content of CDP

- **Preface**
- **Introduction**
- **Chapter 1: C/S socio-economic situation**
  - 1.1. Key C/S Information
  - 1.2. C/S Map
  - 1.3. Current C/S Situation and Constraint
    - 1.3.1. Economic
    - 1.3.2. Social
    - 1.3.3. Natural Resource and Environment
    - 1.3.4. Administrative and Security
    - 1.3.5. Gender
- **Chapter 2: Development Framework**
  - 2.1. Development Needs
  - 2.2. Development Goals
  - 2.3. Development Strategies
  - 2.4. Prioritized Activities and Estimated Costs
- **Chapter 3 : Monitoring and Evaluation**
- **Appendix**

### The Explanation on CDP Content



#### **Preface**

Preface should be written down in a separated page after the page of content. It should be short, maximum 1 page. It describes about the important of CDP, gratitude to the persons who involved in planning processes and expectation to get supports from concerned stakeholders. It should be ended by the signature C/S chief.



#### **Introduction**

After preface page is Introduction. It should describe about rational and objective of preparation of CDP. There should not be a signature of C/S Chief at the end of the Introduction page. It should be not too long written and it not be placed in separated page.

#### **Part 1: C/S Socio-economic Situation**

This chapter is to analyze the current C/S socio-economic situation. The C/S profile, village data book, C/S data book and other information should be used as input for this analysis. It should analyze and write down as following:

### 1.1. Key C/S Information

**Key C/S Information**

Total land size	..... Km <sup>2</sup>
Number of villages	..... villages
Rate of women in C/S and village leaders	.....%
Total population	.....persons
Total female	.....persons
Rate of population growth	.....%
Total families	.....families
Rate of women headed household	.....%
Rate of families have ..... as main occupation	.....%
Total length of road (water way is excluded)	..... m
Irrigation system (total length of canal)	.....m
Rate of children out of schooling (aged from 6-14)	.....%
Rate of illiterate people (aged from 15-60)	.....%
Rate of illiterate women (aged from 15-60)	.....%
Total women deliver baby	.....persons
Rate of women deliver baby with trained midwife	.....%
Rate of household used clean water (piped, pumped water)	.....%
Rate of households have latrine	.....%

The figure for filling in above table should be quoted from last updated village data book, C/S data book and C/S profile. For example, second mandate of C/S councils should be based on the data issued in 2006. But some data or information such as total land size, number of villages, the C/S should fill by themselves. C/S is also able to add some key information to support CDP, but not too much. For C/S who has no any information in above table, they can delete that row.

### 1.2. C/S Map

C/S should use the C/S map to present the economic, social and natural resource in C/S in separated page. It is better if the map printed in A3. The symbols to present the current existing resources in C/S should be noted on the map, such as symbol of road, bridge, sewage, canal, administrative places, school, health service center, farm, religious center, natural resources ...etc. C/S council should appoint someone who has capacity to write down the key information and prepare C/S map.

### 1.3. Present C/S situation and challenges

The current C/S situation and challenges should be written on the analysis of C/S situation. It will focus on **what are available resources** to be used to respond to the needs of citizen and **what are the main constraint** (obstacle) in development and responding to the needs. The analysis and the writing on current situation and challenges should be followed the below points as following:

#### 1.3.1. Economic situation

Depend on possibility and real situation of C/S, each C/S should try to analyze and writ down on the main economic activities and some subsidiary activities occurs in C/S. The main economic activities are referring to the activities that most people in the C/S perform to make benefits for support their daily needs. Whereas, the subsidiary economic activities are referring to the

activities that some people in C/S perform during free times of doing main economic activities to get extra income to support their living, even though it provides more income than main economic activities. For example, in rural commune, most people practice in agriculture. Even though they get benefits from agriculture less than benefits from other activities, the main economic activity of this commune is agriculture. Thus, C/S must make analysis on real situation of agriculture in the commune on what is the current situation of agriculture development and what are obstacle to be dealt and achieved for sustainable agriculture development and positive impact on living standard of people, especially for the peasants in the commune.

For the C/S where the main economic activity is not the agriculture, the analysis of its main economic situation should be followed the same process/form as C/S where is the agriculture as its main economic activities.

### **1.3.2. Social**

The analysis of this component should focus on health service (mother and child health, clean water, sanitation, youth issue, reproductive health...), education and vocational training (schooling of children in pre-school and primary school, drop out of school, double class especially girls, literacy class...) population issue, culture, and information ...etc based on real situation of each C/S. The analysis and writing on this part should be followed the same process/form of economic situation analysis by mentioning on what are benefits and what are obstacles.

### **1.3.3. Natural Resource and Environment**

The analysis of this component should focus on natural resources (land, forestry, wild life, fisheries, natural lake, stream, river, and mineral ...) and environment (poisonous substance, waste, public sanitation.....) existed in the real situation of each C/S. The analysis and writing on this part should be followed the same process/form of economic situation analysis by mentioning on what are benefits from current situation and what are obstacles to be dealt and achieved.

### **1.3.4. Administrative and Security**

The analysis of this component should focus on administrative services (dissemination of legal letter, civil registration, conflict resolution ...) and security (prevention of domestic violence and theft, public order, gang, drug use, gambling, child abused prevention, women and children trafficking ...). The analysis and writing of this part should be followed the same process/form of economic situation analysis by mentioning the administrative services that provided to citizen and what are obstacles to be dealt and achieved in the future.

### **1.3.5. Gender**

The analysis of this component should focus on activities or service which benefits to women, imbalance between women and men in participation (women participate in social development work, women in decision making, benefit sharing, dissemination of law and guidelines to reduce negative impact to women...). The analysis and writing on this component should be followed the same process/form of economic situation analysis by mentioning on current services are being provided and benefits to women and vulnerable group and what are obstacles to be dealt and achieved in the future.

## Part 2: Development Framework

This chapter is a key part of CDP. C/S should base on the constraints in all above 5 components to write up the development framework as following:

### 2.1. Development needs

The development needs should be written based on the constraints or challenges raised in 1.3 and reflect to all 9 goals of Cambodia millennium development. The goals of millennium goals are:

- 1). Eradicate extreme poverty and hunger
- 2). Achieve universal primary education
- 3). Promote gender equality and empower women
- 4). Reduce child mortality
- 5). Improve maternal health
- 6). Combat HIV/AIDS, malaria and other diseases
- 7). Ensure environmental sustainability
- 8). Develop a global partnership for development
- 9). Move towards zero victims and a country without mines

### 2.2. Development goal

C/S mandate is 5 years, so C/S should prepare development goals that can be achieved in 5 years. The development goals should be written based on the development needs. C/S should identify the development goals with consideration on the needs, available resources and capacity to implement in order to identify the indicators for each development goal that cab be achieved within that C/S mandate.

### 2.3. Development strategy

Based on the development goals written on 2.2 above, C/S should prepare development strategy to achieve those development goals. Strategy is the ways or means planned to be implemented in order to achieve the identified goals. Development strategies can be strategies on development of road, clean water, electricity systems, education, health, land management, natural resources and environment management, improvement of women situation and vulnerable...etc.

### 2.4. Prioritized activities and estimated costs

Based on development goals and strategies, C/S should prioritize activities to achieve those goals with identification of location, size, and estimated cost for those activities or projects. The table below should be used to list the prioritized projects or activities and estimated cost.

**List of C/S Prioritized Projects or Activities**

No	Projects or Activities	Planned Output		Location	Comment of Indigenous People
		Amount	Unit		

### The Estimated Cost for Prioritized Projects or Activities

Project or Activity	Source of fund	Estimated cost	Estimated Cost by Year				
			year 1	year 2	year 3	year 4	year 5
<b>Development goal 1 :</b>							
1.1. Development strategy :							
1.1.1. Activity							
1.1.2. Activity							
.....							
1.2. Development strategy							
1.2.1. Activity							
1.2.2. Activity							
.....							
<b>Development goal 2 :</b>							
2.1. Development strategy :							
2.1.1. Activity							
2.1.2. Activity							
.....							
2.2. Development strategy							
2.2.1. Activity							
2.2.2. Activity							
.....							
<b>Development goal .... :</b>							
..... Development strategy							
..... activity							
<b>Total estimated cost :</b>							

### Part 3: Monitoring and Evaluation

The monitoring and evaluation on the implementation of CDP is very important for local management of C/S. To write this chapter, C/S should identify mechanism, methodologies, indicator and timeframe for their monitoring and evaluation. Monitoring should be carried out through the following up on the implementing C/S annual activities or projects.

#### Appendix

Appendix is a reference document in order to make CDP document to be deeply understood. So, C/S should decide what will be included as appendix.



### 1.2.2. The Cycle of C/S Development Plan

There are 5 steps of CDP processes:

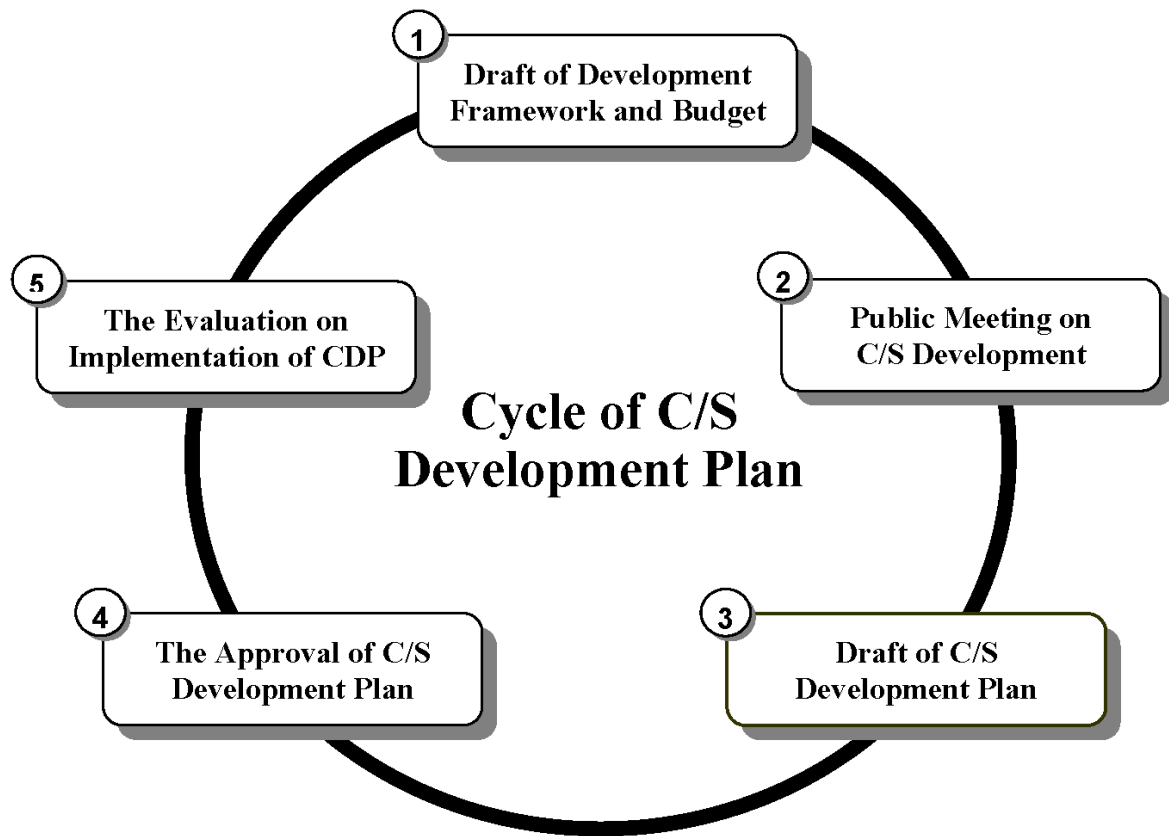
Step 1: Draft of Development Framework and Budget

Step 2: Public Meeting on C/S Development

Step 3: Draft of C/S Development Plan

Step 4: The approval of C/S Development Plan

Step 5: The Evaluation on Implementation of C/S Development Plan



## **Step 1**

### **Draft of Development Framework and Budget**

#### **1.1. Objective**

The purpose of this step is to prepare a draft of C/S development framework and budget for consultative meeting on C/S development to get feedbacks and recommendations. This draft framework includes the needs, goals, strategies, priority activities and estimated possible resources (the resources required for capital and current expenditures) for next 5 years.

#### **1.2. Participants**

##### **a). At Commune/Sangkat**

- PBC members
- C/S assistants and focal persons
- C/S clerk
- DFT, District planner
- Representatives of line office/department, NGOs and concerned agencies

##### **b). At Village**

- PBC members
- Citizens

#### **1.3. Expected Output**

The expected output of this step is a draft of C/S development framework and budget which including for consultative meeting on C/S development to feedbacks and recommendations. This draft includes development needs, development goals, development strategies, priorities activities and the estimation of financial resources and expenditure needed.

#### **1.4. Location:** At C/S and villages

#### **1.5. Timeframe:** appropriated time/duration

#### **1.6. Necessary Tools/Materials**

- Village and C/S data books
- C/S profiles
- C/S map and other map if available
- CDP of Previous C/S council mandate
- Other documents that valuable for the formulation of C/S development plan

#### **1.7. Processes**

##### **a). Meeting at C/S level**

PBC will meet at C/S level to analyze the village data, C/S data, C/S profiles and other information data and use other analytical tools in order to identify problems (including the lack of services provision), location of problem, causes of problem, needs, constraints and solutions. The problem, locations of problem, causes of problem, needs, constraints and solutions should be recorded into table 1.1. All participants can help in providing new information data and analytical tools in order to assist PBC in identifying the problem, location of problems, causes of problem, needs, constraint and solutions.

Facilitators and district planning officers can also assist PBC to facilitate the processes of this step.

**b). Meeting at each village**

The representatives of the villager and as the members of PBC should list out the problems, location, causes of problems, needs, constraints and solutions that related to their village from the table 1.1 in order to prepare for meeting to discuss with citizen in each village. In the village meeting, there should be at least 60% representatives of the total families in the village participate in the meet in which 30% are women.

In this village meeting, representatives of PBC should present the problems, location, causes of problems, needs, constraints and solutions to participants for discussion and validation. After that, the participants should be divided into 2 groups as men and women (or can be women group, man group, vulnerable group, youth group...) to discuss and identify additional problem, cause of problem, needs, constraint and solution. To facilitate group discussion, PBC can use other analytical tools such as maps, gender diagram, trend analysis...

For the villages where indigenous people are living, it should have translator to translate during the meeting conducted. The appropriate time and materials should be identified and prepared for the meeting in order to make sure that all minority participants understand and fully participate in the meeting/discussion.

From some urban C/S where are not able to arrange the meeting at village level, the PBC should prepare list of questions or list of problems/needs and solution to be distributed to all families (one family should have 2 set of questionnaires which is one for men and one for women) to get their feedbacks and recommendations. Each family has rights to add some problems or needs that they think it is important for C/S development. The questionnaire should reflect or mention on the problems related to physical and non-physical infrastructure.

**c). Meeting at C/S level**

- After finishing the meeting at village level, the PBC have to meet at C/S to consolidate the problems, causes of problems, needs, constraint and solution collected from the village meetings in order to identify:
  - **Development needs:** quoted from column 4 of table 1.1 into column 1 of table 1.2.
  - **Development goals:** the identification of development goals that to be achieved in 5 years period should be based on development needs and available resources of C/S and write down those development goals into column 2 of table 1.2.
  - **Development strategies:** the identification of development strategies should be based on development goals and selected solutions and write down in summary form on the measurements and means that can be used to solve the problem and achieve the above development goals then write down these strategies into column 3 of table 1.2.
  - **Priority Activities:** the identification of priority activities should be based on identified development strategies and solutions that to be carried out to achieve development goals and write down those activities into column#4 of table 1.2.
- PBC continues discussion to identify the size (how big), locations of projects or activities and write them down into table 1.3
- PBC makes estimation cost of each project/activity and identify project that should be implemented by each consecutive year with consideration of the necessary priority

needs, project size and C/S available resources by each year and write them down into table 1.4. To estimate the annual expenditures for consecutive years to be more realistic and implement-able, PBC should forecast the available budget based on the basic calculation of C/S available revenues (from inside and outside) that used to be received during the previous mandate.

**Table 1.1: Problem, Cause and Solution**

Problem	Location of Problem	Cause of Problem	Needs	Constraint	Solution	Comment of Indigenous People
1	2	3	4	5	6	7

**Note:** The column 7 of table 1.1 is for only Commune/Sangkat and villages where indigenous people live.

**Table 1.2: Identification of Development Needs, Goals and Strategies**

Development Needs	Development Goals	Development Strategies	Priority Activities
1	2	3	4

**Table 1.3: List of C/S Prioritized Projects or Activities**

No	Projects or Activities	Planned Output		Location	Comment of Indigenous People
		Amount	Unit		

**Note:** The column 7 of table 1.1 is for only Commune/Sangkat where indigenous people live.

**Table 1.4: The Estimated Cost for Prioritized Projects or Activities**

Project or Activity	Source of fund	Estimated cost	Estimated Cost by Year				
			year 1	year 2	year 3	year 4	year 5
<b>Development goal 1 :</b>							
1.1. Development strategy :							
1.1.1. Activity							
1.1.2. Activity							
.....							
1.2. Development strategy							
1.2.1. Activity							
1.2.2. Activity							
.....							
<b>Development goal 2 :</b>							
2.1. Development strategy :							
2.1.1. Activity							
2.1.2. Activity							
.....							
2.2. Development strategy							
2.2.1. Activity							
2.2.2. Activity							
.....							
<b>Development goal .... :</b>							
..... Development strategy							
..... activity							
<b>Total estimated cost :</b>							

## **Step 2**

### **Public Meeting on C/S Development**

#### **2.1. Objective**

The objective of this step:

- Present the draft of C/S Development Framework and Budget to citizens and relevant stakeholders.
- Listen to public comments to draft the C/S Development Plan and record their for preparing the draft of CDP.

#### **2.2. Participants**

- All citizens can attend this public meeting. Especially the C/S chief should make sure that all representatives of each group from all villages in C/S (such as women and children group, vulnerable group, indigenous group ...) are attended.
- Relevant stakeholders (representatives of provincial line departments, units, private sectors, association, NGOs, CBOs ...etc)
- PBC members
- C/S clerks, assistant, and focal persons
- DFT, PFT and district planner

#### **2.3. Expected Output**

The expected output from this step is receiving the public comments from citizens and relevant stakeholders for improving the draft of C/S Development Framework and Budget prepared in step 1.

#### **2.4. Location**

The location for public meeting should be decided by C/S Chief. For large C/S, C/S Chief should separate public meeting as 2 or 3 locations.

#### **2.5. Duration**

The public meeting should take half day and should be conducted during 10 days after finalizing the draft of C/S Development Framework and Budget in step 1.

#### **2.6. Necessary Tools/Materials**

- Table 1.2. Identification of Development Needs, Goals and Strategies
- Table 1.3: List of C/S Prioritized Projects or Activities
- Table 1.4 : The Estimated for Prioritized Project or Activities
- C/S Maps

#### **2.7. Processes**

##### **a). The Preparation for Public Meeting**

- C/S Chief must make public announcement on “**Public Meeting**” for 5 days in advance by using announcement form below.
- C/S Chief should conduct internal meeting to prepare presentation materials such as rewrite table 1.2 (for presentation), table 1.3 (for recording during discussion) in flip charts. PBC should use C/S maps to help clarification during discussion. During this internal meeting, it is also discussed on role and responsibilities of each PBC members; eg. who should be a chair, facilitators, and record taker for public meeting. . . etc.

**b). During public meeting**

- The chair shall opens the meeting by stressing the objectives and internal discipline of the meeting
- Facilitator uses the table 1.2, table 1.3 and C/S map (to illustrate the location of project or activities) focusing on key points of C/S development goals, development strategies, and priority activities and estimation cost for 5 years period to participants.
- The chair should lead the discussion by asking and encouraging participants to give comments on the presentation such as to support/agree, or ask to revise, or ask to delete. S/he should manage the time accordingly.
- The recorder must record all comments correctly by using below recording form.

**c). After public meeting**

- DFT help PBC and C/S clerk to consolidate the comments from public meeting.
- PBC revise and finalize table 1.3 and 1.4.

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**Province/Municipality** :.....

**District/Khan** :.....

**Commune/Sangkat** :.....

**No.....S.C.N**

**Date** :.....

**The Announcement**  
**on**  
**Public Meeting on C/S Development**

C/S office ..... have honor to inform all of you that C/S will conduct a public meeting on C/S Development to give opportunity to citizens and relevant stakeholders provide comments on the draft of C/S Development Framework for next 5 year period.

**1). Agendas**

- Presentation of C/S Development Needs, Goals Strategies and Prioritized Activities
- Citizens and relevant stakeholders give comments

**2). Participation**

- Citizens (both male and female) in C/S
- C/S councilors and PBC members
- C/S assistants and focal persons
- DFT, PFT, and district planner
- Representative from institution, provincial line departments, offices, and other stakeholders

**3). Date and time:** The meeting will be conducted on..... from..... to.....

**4). Venue:** .....

**C/S Chief**

CC:

- Provincial/municipality hall.....
- District/Khan office.....
- .....
- (as information)
- Filling



### Recording form on Public Comments

Comments/Recommendation	Number of supporters by raising hand	
	Women	Men
<b>Comments/Recommendation on C/S Development Needs (write down)</b>		
<b>Comments/Recommendation on C/S Development Goals (write down)</b>		
<b>Comments/Recommendation on C/S Development Strategies (write down)</b>		
<b>Comments/Recommendation on Prioritized Activities (write down)</b>		

## **Step 3**

### **Draft of C/S Development Plan**

#### **3.1. Objective**

The objective of this step is to prepare the draft of C/S Development Plan based on comments from public meetings and the draft of C/S development framework and budget, and submit to C/S councilors to review and agree, then to Provincial/Municipality Governor to review and comments.

#### **3.2. Participants**

- PBC members
- C/S clerk
- C/S assistants and focal persons
- DFT, PFT, and District Planner
- Representatives from line offices or provincial line departments, NGOs, and other agencies

#### **3.3. Expected Output**

The expected output from this step is the draft of C/S Development Plan and the sending of this draft document to Provincial/Municipality Governor to review and comments.

#### **3.4. Location: C/S office**

#### **3.5. Duration**

The preparation the draft of C/S Development Plan should be conducted during 5 days after public meeting.

#### **3.6. Necessary Tools/Materials**

- Content of C/S Development Plan
- Result of step 1 and step 2
- C/S profile
- C/S maps
- Other relevant documents

#### **3.7. Processes**

- a). PBC shall prepare a draft of C/S Development Plan according to the agreed CDP content and based on the results of step 1 and step 2. The comments that should be included are 1). The comments supported by majority of participants of public meetings and 2). The practical activities that can be included into C/S development goals and appropriate to the available resources that to be expected. DFT and district planners help PBC to prepare the draft of C/S Development Plan. The representatives of provincial line departments, NGOs, and other stakeholders can also give their comments to improve the quality of C/S development plan.
- b). DFT help PBC and C/S clerk to review the contents of C/S development framework and budget by verifying with data or information in table 1.3 and 1.4 and comments from public meetings (delete any points that did not get support from public meetings, improve or add any points what public requested...).
- c). After completing the draft of C/S development plan, PBC shall submit this draft to C/S councils to review and agree, then C/S chief send this draft to Provincial/Municipality Governors to review and comments.

## **Step 4**

### **The Approval of C/S Development Plan**

#### **4.1. Objective**

The objective of this step is to review, revise, approve and disseminate the C/S Development Plan.

#### **4.2. Participants**



##### **Provincial/Municipality Level**

- Provincial/Municipality governor
- Provincial line departments and related institutions



##### **C/S Level**

- C/S Councilors
- PBC members
- C/S clerk
- C/S assistants and focal persons
- DFT

#### **4.3. Expected Output**

The expected output from this step is the officially approved C/S Development Plan document for the C/S mandate and to be used as foundation in preparing the annual C/S Investment Program.

#### **4.4. Location:** Provincial/Municipality Governor office and C/S office.

#### **4.5. Duration**

- Provincial/Municipality level should take not more than 45 days to review and give comments after receiving the draft of C/S Development Plan from C/S Chief.
- Based on the comments from provincial/municipal governor, C/S should take not more than 5days to review, revise, approve and disseminate the draft of C/S Development Plan.

#### **4.6. Necessary Tools/Materials**

- Draft of C/S Development Plan
- Comments from Provincial/Municipality Governor

#### **4.7. Processes**

- a). The Provincial/Municipality Governor reviews and gives comment on draft of C/S Development Plan with support from PLAU. To make the review and comment process goes smoothly with participation, and completes on time, Provincial/Municipality Governor should ask technical support from concerned Provincial/Municipality Line Departments to help PLAU in the process of this review and comment.
- b). With assistance support from DFT, PBC and C/S clerk should review the comments from Provincial/municipal governor, then revise the draft C/S Development Plan.
- c). C/S Chief shall conduct C/S council meeting to review and approve the draft C/S Development Plan. The approved C/S Development Plan document shall be disseminated publicly and used as foundation document for preparing CIP.

## **Step 5**

### **The Evaluation on Implementation of C/S Development Plan**

#### **5.1. Objective**

The objective of this step is to review and evaluate the effectiveness of implementation the C/S Development Plan and to get experiences for improving the next plan implementation and preparation.

#### **5.2. Participants**

- C/S councilors
- C/S M&E focal persons
- C/S women and children focal persons
- C/S assistants and focal persons
- Beneficiary representatives
- PLAU staff, DFT, PFT
- District planners

#### **5.3. Expected Output**

The expected output of this step is an evaluation report which focusing on the following:

- The results of CDP implementation
- The strengths and weaknesses of CDP implementation
- The recommendation for improving the preparation and management of CDP implementation
- The lesson learned and experiences for preparation and implementation of C/S Development Plan

#### **5.4. Location: C/S office**

#### **5.5. Time and Duration**

- The duration for evaluation is depending on C/S council.
- The timeframe for evaluation is the last 06 months of C/S mandate. In the special case, C/S could evaluate any times in their mandate.

#### **5.6. Necessary Tools/Materials**

- C/S Development Plan document
- Village data book, C/S data book
- C/S profile
- Commune development program database (CDPD)
- Report on projects implementation related to C/S development plan

#### **5.7. Processes**

- a). The C/S council should set up a committee to evaluate the preparation and implementation of C/S Development Plan. This committee will be led by C/S chief and with membership of C/S councilors, C/S M&E focal persons, other C/S focal persons, beneficiary representatives, and other stakeholders. This evaluation should be conducted on the last 06 months before end date of C/S mandate. In special case, C/S could conduct the evaluation in any times of their mandate.
  - The evaluation during the last 06 months before end date of C/S mandate is to collect the lesson learned and experiences for next planning and implementing processes.

- The evaluation in any times of C/S mandate is to give information and ideas to amend the C/S Development Plan.
- b).** C/S M&E focal person help C/S chief in regular collection of data, information and documents related to the preparation and implementation of C/S Development Plan.
- c).** C/S council shall review and approve the evaluation report and disseminate this report publicly and to all concerned stakeholders.

## 2. THE PREPARATION OF C/S INVESTMENT PROGRAM (CIP)

C/S CIP is an annual plan for implementation of CDP consisted of clear development projects and budget. C/S should prepare CIP every year follow the content and cycle below.

### 2.1. CONTENT OF CIP

- **Preface**
- **Introduction**
- **C/S Maps**
- **Chapter 1 : Present C/S Development Situation**
  - 1.1. The Information on Activities Implemented in Year..... (last year)
  - 1.2. C/S Present Situation Analysis
    - 1.2.1. Economic
    - 1.2.2. Social
    - 1.2.3. Natural Resource and Environment
    - 1.2.4. Administrative and Security
    - 1.2.5. Gender
- **Chapter 2 : Investment Framework and Investment Projects**
  - 2.1. Investment Framework
  - 2.2. Investment Projects
    - 2.2.1. Investment Budget by Sources
    - 2.2.2. Investment Projects with Committed Fund
    - 2.2.3. Investment Projects without Committed Fund
- **Appendix**

### Explanation on CIP Content

- ☞ Preface: writing this CIP preface is similar with preface in CDP.
- ☞ Introduction: writing this CIP introduction is similar with introduction in CDP.
- ☞ C/S map is updated map or new map which is similar with map in CDP.

### Chapter 1: Present C/S Development Situation

#### 1.1. The Information on Activities Implemented in ..... (last year)

No	Name of project or Activity	Location	Output		Cost	Beneficiary		Source of funding
			Number	Unit		Total	Female	
<b>A). Physical Infrastructure</b>								
<b>B). Non-physical Infrastructure</b>								

## 1.2. C/S Present Situation Analysis

1.2.1. **Economic:** writing this component is similar to writing component economic in CDP.

1.2.2. **Social:** writing this component is similar to writing component social in CDP.

1.2.3. **Natural Resource and Environment:** writing this component is similar to writing component natural resource and environment in CDP.

1.2.4. **Administrative and Security:** writing this component is similar to writing component administrative and security in CDP.

1.2.5. **Gender:** writing this component is similar to writing component gender in CDP.

## Chapter 2: Investment Framework and Investment Projects

### 2.1. Investment Framework

Investment Framework is an important part of CIP. Based on constraints mentioned in all 5 components of situation analysis, C/S should describe about key objectives for C/S development in upcoming year. Furthermore, for the writing of this part, C/S should also take into account the total investment budget received from different sources of funding and capacity of C/S to achieve the plan.

### 2.2. Investment Projects

PBC should fill data into all 3 tables below.

#### 2.2.1. Investment Budget by Sources

No	Funding sources	Year.....	Percentage
1	C/S own resources		
2	Local contribution		
3	C/S fund		
<b>Total budget in C/S (1+2+3)</b>			
4	Fund from department.....		
5	Fund from department.....		
6	Fund from organization.....		
7	Fund from donor .....		
...	Fund from .....		
<b>Total fund from outside C/S (4+5+6+7+....)</b>			
<b>Total fund (in and out C/S)</b>			

### 2.2.2. Investment Projects with Committed Fund

No	Name of projects	Location	Planned Output		Estimated cost	Beneficiaries		Funding sources
			Number	Unit		Total	Female	
<b>Economic</b>								
<b>Social</b>								
<b>Natural Resource and Environment</b>								
<b>Administrative and Security</b>								
<b>Gender</b>								

### 2.2.3. Investment Projects without Committed Fund

No	Name of projects	Location	Planned Output		Estimated cost	Beneficiaries	
			Number	Unit		Total	Female
<b>Economic</b>							
<b>Social</b>							
<b>Natural Resource and Environment</b>							
<b>Administrative and Security</b>							
<b>Gender</b>							



#### **Appendix:**

Appendix is a reference document in order to make CIP document to be deeply understood. So, C/S should decide what will be included as appendix.



## 2.2. THE CYCLE OF CIP

There are 5 steps in CIP process:

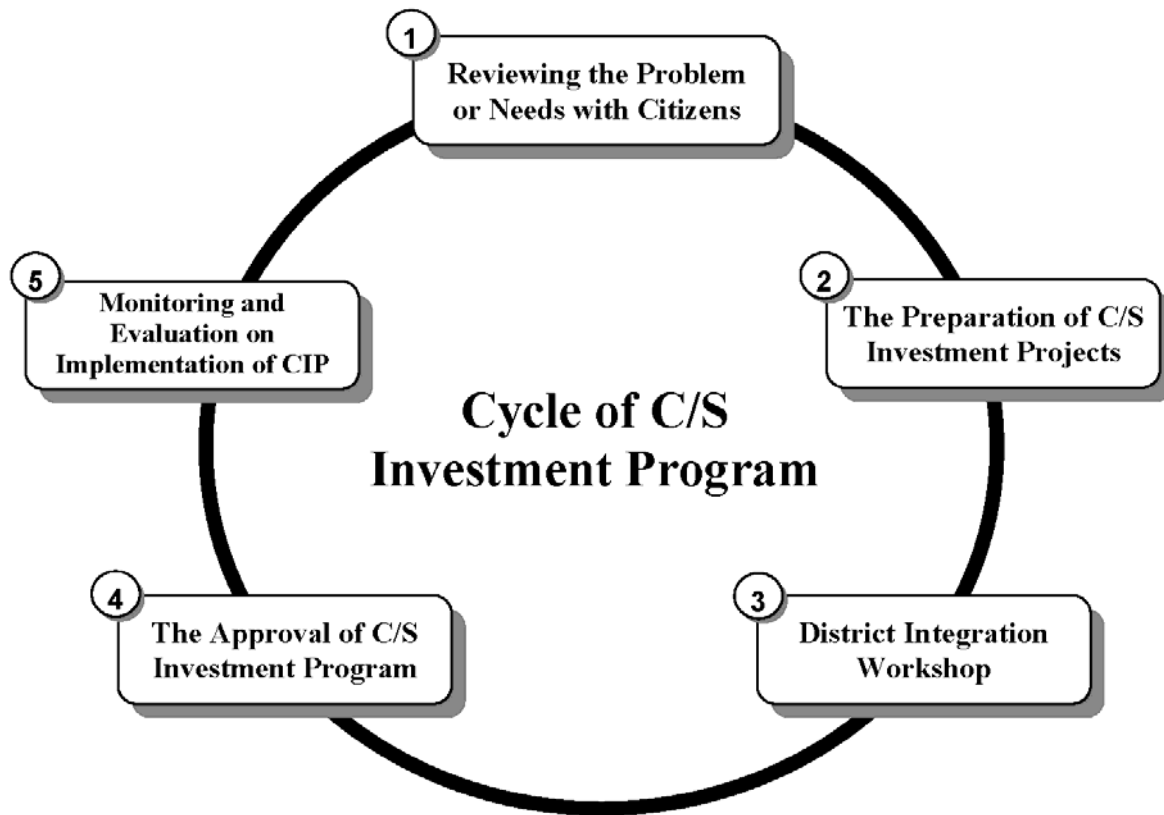
Step 1: Reviewing the Problem or Needs with Citizens

Step 2: The Preparation of C/S Investment Projects

Step 3: District Integrated Workshop (DIW)

Step 4: The Approval of C/S Investment Program

Step 5: Monitoring and Evaluation on Implementation of CIP



## **Step 1**

### **Reviewing the Problem or Needs with Citizens**

#### **1.1. Objective**

The main objective of this step is to review the problem, location of the problem, cause of problem, needs, constraints, and solutions in order to prepare C/S annual investment projects.

#### **1.2. Participants**

##### **a). At Commune/Sangkat**

- PBC members
- C/S assistants and focal persons
- C/S clerk
- DFT, District planner
- Representatives of line office/department, NGOs and concerned agencies

##### **b). At Village**

- PBC members
- Citizens

#### **1.3. Expected Output**

The expected output of this step is the list of problem, cause and solutions of Citizens

#### **1.4. Location:** C/S office and in the villages

#### **1.5. Duration:** One day in C/S and half day per each village meeting

#### **1.6. Necessary Tools/Materials**

- C/S Strategy Development Plan document
- Project map
- CIP documents of previous year
- Project implementation report of previous CIP

#### **1.7. Processes**

##### **a). Meeting at C/S level**

PBC will review problem (including the lack of services provision), location of the problem, cause of problem, needs, constraints and solutions by reflecting with the village data, C/S data, C/S profiles and other information data and record these problems, location of problem, causes of problem, needs, constraints and solutions into table 1.1. All participants can help in providing new information data in order to assist PBC in reviewing the problem, location of problems, causes of problem, needs, constraint and solutions. Facilitators and district planning officers can also assist PBC to facilitate the processes of this step.

##### **b). Meeting at each village**

The representatives of the villager and as the members of PBC should list out the problems, location, causes of problems, needs, constraints and solutions that related to their village from the table 1.1 in order to prepare for meeting to discuss with citizen in

each village. In the village meeting, there should be at least 60% representatives of the total families in the village participate in the meet in which 30% are women.

In this village meeting, representatives of PBC should present the problems, location, causes of problems, needs, constraints and solutions to participants for discussion and validation. After that, the participants should be divided into 2 groups as men and women (or can be women group, man group, vulnerable group, youth group...) to discuss and identify additional problem, cause of problem, needs, constraint and solution. To facilitate group discussion, PBC can use other analytical tools such as maps, gender diagram, trend analysis...

For the villages where indigenous people are living, it should have translator to translate during the meeting conducted. The appropriate time and materials should be identified and prepared for the meeting in order to make sure that all minority participants understand and fully participate in the meeting/discussion.

From some urban C/S where are not able to arrange the meeting at village level, the PBC should prepare list of questions or list of problems/needs and solution to be distributed to all families (one family should have 2 set of questionnaires which is one for men and one for women) to get their feedbacks and recommendations. Each family has rights to add some problems or needs that they think it is important for C/S development. The questionnaire should reflect or mention on the problems related to physical and non-physical infrastructure.

**c). Meeting at C/S level**

After finishing the meeting at village level, the PBC meet at C/S to consolidate the problems, location of problem, causes of problems, needs, constraints and solutions collected from the villages by completing table 1.1.

**Table 1.1: Problem, Cause and Solution**

<b>Problem</b>	<b>Location of Problem</b>	<b>Cause of Problem</b>	<b>Needs</b>	<b>Constraint</b>	<b>Solution</b>	<b>Comment of Indigenous People</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>

**Note:** The column 7 of table 1.1 is for only Commune/Sangkat and villages where indigenous people live.

## **Step 2**

### **The Preparation of C/S Investment Projects**

#### **2.1. Objective**

The main objective of this step is to prepare C/S priority investment project and budget, that will be presented for mobilize resources support during DIW.

#### **2.2. Participants**

- PBC members
- C/S assistants and focal persons
- C/S clerk
- DFT, District planner
- TSO

#### **2.3. Expected Output**

The expected output of this step is the list of proposed investment projects, C/S prioritized investment projects and outputs of last year project implementation.

#### **2.4. Location:** C/S office

#### **2.5. Duration:** One day

#### **2.6. Necessary Tools/ Materials**

- C/S Development Plan document
- C/S Map
- CIP document of previous year
- Report of last year project implementation of CIP

#### **2.7. Processes**

- a). PBC reflect the results of step 1 with projects in the following years of CDP to identify annual investment projects. After identifying the investment projects, PBC continue to discuss and determine the type of project, location of project, estimated costs, output sizes, and numbers of beneficiary of these projects, and then record them into appropriated sectors of table 2.1 accordingly .
- b). PBC continue discussion to select the prioritized investment projects for presenting in District Integration Workshop and record these priority investment projects into table 2.2.
- c). PBC prepare table 2.3 by:
  - Review the last year CIP project implementation report against CIP document of that year.
  - Record the information on status of those projects implementation into table 2.3 accordingly.
- d). C/S Chief shall send table 2.2 and table 2.3 to the Provincial Planning Department through PLAU to prepare matrix table for DIW. The sending of these both tables to the Provincial Planning department should be followed the guidance from concerned institutions at national and provincial levels.

**Table 2.1: List of Proposed Investment Projects**

No	Name of Project	Type	Location	Planned Outputs		Estimated Cost	Beneficiaries	
				Number	Unit		Total	Female
1	2	3	4	5	6	7	8	9
<b>Economic</b>								
<b>Social</b>								
<b>NREM</b>								
<b>Administration and Security</b>								
<b>Gender</b>								

**Table 2.2: Prioritized Investment Projects of C/S..... Year.....**

No	Name of Project	Type	Location	Planned Outputs		Estimated Cost	Beneficiaries	
				Number	Unit		Total	Female
1	2	3	4	5	6	7	8	9
<b>Economic</b>								
<b>Social</b>								
<b>NREM</b>								
<b>Administration and Security</b>								
<b>Gender</b>								

**Table 2.3: The Outputs of Investment Project Implementation  
in Year.....C/S.....**

No	Name of Project	Component	Location	Output		Cost	Beneficiary		Funding Sources
				Number	Unit		Total	Female	
1	2	3	4	5	6	7	8	9	10
<b>a). Projects or activities in the temporary agreement that completed implementation</b>									
<b>b). Projects or activities in the temporary agreement that are under implementation</b>									
<b>c). Projects or activities in the temporary agreement that are not implemented yet</b>									
<b>d). Projects or activities confirmed supports after DIW</b>									
<b>e). C/S fund projects or activities</b>									

## **Step 3**

### **District Integrated Workshop**

#### **3.1. Objective**

The objective of this step is to:

- Give chance to link CIP with plans of the Provincial Line Departments, NGOs, civil society and other development partners.
- Mobilize the resources from different sources to support C/S investment projects.
- Guide the local activities to be in line with the national and provincial development policies.

#### **3.2. Participants**

- Province/Municipality Governor
- District/Khan Governor
- C/S council (C/S chief and one C/S council member)
- C/S clerks
- C/S Women and children focal persons
- DFT
- Director of the Provincial Line Departments and NGOs,
- Donors, civil society, private sectors, and other supporters

#### **3.3. Expected Output**

The expected output of this step is the temporary agreement between C/S and development partners.

#### **3.4. Location:** District/Khan office

#### **3.5. Duration:** Maximum 01 day

#### **3.6. Necessary Tools/Materials**

##### **a). For C/S**

- Table 2.2. C/S prioritized investment projects
- Table 2.3. Output of last year investment project implementation
- Project maps

##### **b). For the Provincial Planning Department**

- Matrix tables
- Temporary agreement forms

##### **c). For the Provincial Line Departments and other supporters**

- Planning activities to support C/S

#### **3.7. Processes**

##### **a). Preparation prior to DIW**

##### **a-1). C/S level**

- PBC shall select representatives to attend DIW. As normally, C/S chief is responsible to present the outputs of last year projects implementation and the investment projects for upcoming year to participants in order to ask for their support. In some case, C/S chief can delegate this task to C/S council member.
- DFT should coach presenters on how to make presentation.

**a-2). Provincial level**

- Provincial Planning Department shall prepare Matrix table and send this table to ExCom/PRDC, relevant Provincial Line Departments/institutions, NGOs working in the province/municipality.
- After receiving Matrix table, the relevant provincial line departments and NGOs should consider their ability resources to support the C/S investment projects identified in this matrix table.
- ExCom of PRDC should invite provincial planning department, provincial line departments, district governors, and relevant institutions to attend a meeting to disseminate the DIW procedures, review and discuss on Matrix table, ask for support, and agree on DIW schedules.

**a-3). District/Khan level**

- District/Khan should cooperate with Provincial Planning Department to prepare the venue and program for DIW.
- District/Khan Governor shall take responsible in preparing an invitation of honor guests, directors of provincial line departments/institution, and relevant stakeholders to attend DIW.

**b). During DIW**

- Provincial/Municipality Governor or District/Khan Governor opens the workshop.
- Provincial planning department representatives facilitate workshop processes.
- C/S council representatives present the achievements of last year CIP implementing and CIP for upcoming year
- Provincial line departments, NGOs, donors, civil society give their comment and support to the C/S proposed projects.
- Signing on temporary agreements
- Provincial planning department representatives should summary the results of DIW
- Provincial/Municipality Governor or District/Khan Governor closes the workshop.



**Kingdom of Cambodia  
Nation Religion King**

Province/Municipality: .....

Date: .....

## Temporary Agreement

At District Integration Workshop for year..... held at District/Khan..... on the date....., Commune/Sangkat..... and..... has entered into provisional temporary agreement to cooperate in the implementation of commune projects or activities as follows:

No	Name of Projects	Location	Committed Support		Local Contribution
			Size	Estimated Budget	

**Agency Representative  
Signature**

**Commune/Sangkat Chief  
Signature**

**Witnessed by District/Khan Chief  
Signature**

**Witnessed by PDoP  
Signature**

## **Step 4**

### **Approval of C/S Investment Program**

#### **4.1. Objectives**

The main objective of this step is to compile, review, approve and disseminate the C/S Investment Program document.

#### **4.2. Participants**

##### **a). At C/S level**

- C/S councilors
- PBC members
- C/S assistants and focal persons
- C/S clerks
- DFT
- District planner
- Other concerned persons

##### **b). At village**

- PBC members
- Citizens

#### **4.3. Expected Outputs**

The expected output of this step is an official C/S Investment Program document for implementing in the fiscal year.

#### **4.4. Location:** C/S office and at village

#### **4.5. Duration:** within 5 days

#### **4.6. Necessary Tools/Materials**

- Table 2.2 and table 2.3
- The output of DIW (temporary agreement)
- Figure of annual budget
- CIP content
- Result of step 1, step 2, step 3 of CIP process
- Document of previous year CIP
- Other relevant documents

#### **4.7. Processes**

- a). Based on the temporary agreement from DIW, PBC with assistance support of facilitators and other participants should prepare table of investment budget by sources, table of investment project with committed fund projects and table of investment projects without committed fund by following below form.
- b). Then, PBC selects investment project without committed fund to use C/S fund. The selection method is depending on the agreement among PBC members which ensure the participation, transparency and equity of using the CS fund. The selected projects for using CS fund should be included into table of funded C/S investment projects.

- c). PBC prepares materials, table of investment budget by sources, table of investment project with committed fund and schedule for disseminating and consulting with citizens in each villages in C/S. After approving on schedule, C/S chief shall prepare the announcement letter on the dissemination and consultation with citizens (the announcement form is following the form in C/S administration manual).
- d). In village meeting, PBC shall present the table of investment budget by sources, and table of investment project with committed fund. Then, PBC encourage participants to raise ideas or give comments on annual investment projects, especially on C/S fund project. PBC should record all comments raised by participants accurately and completely. The main purpose of this village meeting is to aware people in C/S on C/S annual investment projects and budget, give opportunity to people to give comment on CIP and encourage people to be ready to participate in project implementation.
- e). Preparation of draft CIP document: based on the outputs of step 1, 2 and 3 of CIP processes, PBC with assistance support of facilitators and other participants should draft CIP document accordance with described content.
- f). Approval of CIP: C/S council shall organize a meeting to review and approve on the draft of CIP document. The approval on CIP document can be valid only upon getting support from more than hafts of total numbers of C/S councilors.
- g). Dissemination of CIP document:
  - The approved CIP document shall be sent 1 copy to district/khan, 1 copy to PLAU, 1 copy to provincial planning department and should be kept 1 copy in C/S office.
  - The approved CIP document should be disseminated, officially used and openly accessed by concerned people for their study and understanding.

#### Investment Budget by Sources

No	Funding sources	Year.....	Percentage
1	C/S own resources		
2	Local contribution		
3	C/S fund		
<b>Total budget in C/S (1+2+3)</b>			
4	Fund from department.....		
5	Fund from department.....		
6	Fund from organization.....		
7	Fund from donor .....		
...	Fund from .....		
<b>Total fund from outside C/S (4+5+6+7+....)</b>			
<b>Total fund (in and out C/S)</b>			

### Investment Projects with Committed Fund

No	Name of projects	Location	Planned Output		Estimated cost	Beneficiaries		Funding sources
			Number	Unit		Total	Female	
<b>Economic</b>								
<b>Social</b>								
<b>Natural Resource and Environment</b>								
<b>Administrative and Security</b>								
<b>Gender</b>								

### Investment Projects without Committed Fund

No	Name of projects	Location	Planned Output		Estimated cost	Beneficiaries	
			Number	Unit		Total	Female
<b>Economic</b>							
<b>Social</b>							
<b>Natural Resource and Environment</b>							
<b>Administrative and Security</b>							
<b>Gender</b>							

## **Step 5**

### **Monitoring and Evaluation on Implementation of CIP**

#### **5.1. Objective**

The objectives of this step are:

- To monitor the progress and effectiveness of investment project implementation in order to ensure the implementation of the projects are on the right ways and on time.
- To review and evaluate the effectiveness of the implementation of CIP and get experiences for improvement the next implementation management and planning process.

#### **5.2. Participants**

- C/S councilors
- C/S M&E focal persons
- C/S women and children focal person
- C/S assistants and focal persons
- Beneficiary representative
- PLAU staff, DFT
- TSO
- District planner

#### **5.3. Expected Outputs**

The expected outputs of this step are:

☞ Monitoring report which focusing on:

- The progress of project implementation.
- The weakness of project implementation.
- Comments for improvement.

☞ Evaluation report which focusing on:

- The results of CIP implementation.
- The strengths and weakness of CIP implementation.
- The lesson learned on preparation and management of CIP implementation.
- The recommendation to improve next CIP processes and its implementation.

#### **5.4. Location**

- Monitoring should be conducted at the location of project implementation.
- Evaluation should be conducted at C/S office and also at the location of project implementation.

#### **5.5. Time and Duration**

- Monitoring should be done regularly
- Evaluation should be done yearly.

#### **5.6. Necessary Tools/Materials**

- CDP document
- CIP documents
- Village data, commune data book
- C/S profile
- Commune Development Program Database (CDPD)
- Technical auditing report (if available)

- Reports on project implementation
- Complaints or information received from citizens and other stakeholders

## **5.7. Processes**

### **a). Monitoring**

- C/S M&E focal persons should take responsible to prepare action plan for regular monitoring all projects implementation and collect all useful data, reports and documents related to investment project implementation.
- C/S M&E focal persons should prepare monitoring reports including others comments and submit to C/S council to review and discuss during C/S monthly meeting.

### **b). Evaluation**

- C/S council shall set up a committee to evaluate the implementation of CIP. This committee shall be led by C/S chief and has its membership of C/S councilors, C/S M&E focal persons, other C/S focal persons, beneficiary representatives, and other concerned stakeholders.
- The committee can select some projects as sample to be evaluated. Number of projects selected depends on type of projects, time and available resources.
- The detail evaluation guideline should be followed the “C/S manual on M&E of local development”
- The project evaluation should be conducted during and at the end of project implementation. The evaluation during the project implementation will give information and ideas to improve the implementation and revise the CIP. Whereas, the evaluation at the end of project will provide lesson learned for next CIP processes.
- C/S councilors shall review and approve the evaluation report, then disseminate this report to public and to all concerned stakeholders.