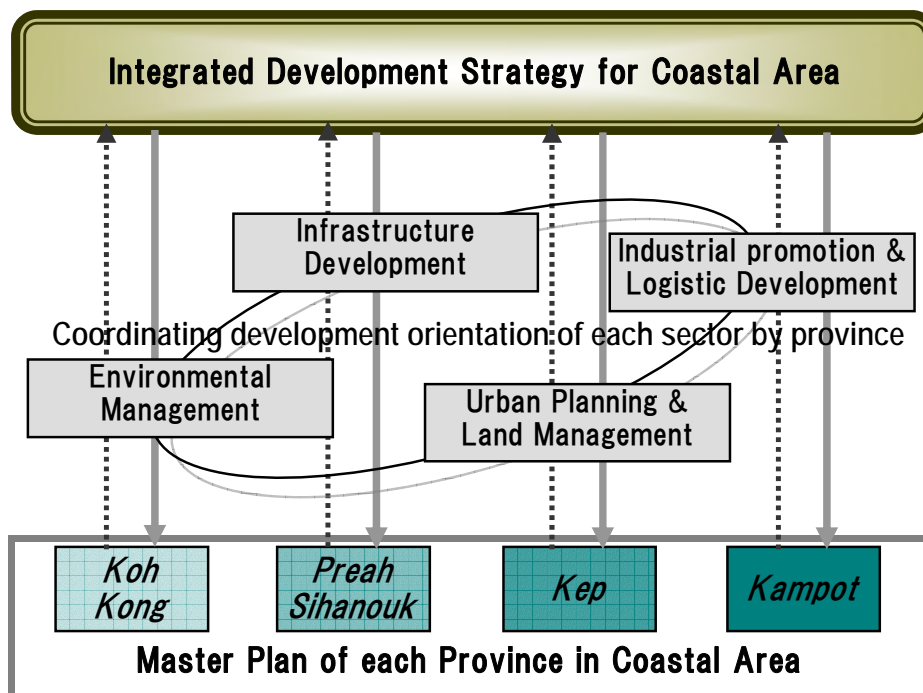


CHAPTER 6: IMPLEMENTATION FRAMEWORK

6.1 Management Mechanism of Provincial Master Plan under the Strategy for Coastal Area

The Integrated Development Strategy for Coastal area, which is proposed in the previous section, plays important role as development orientation of the Master Plan (M/P) of each province in Coastal area. Therefore, the Strategy coordinates the future development programs as well as the implementation management mechanism for those programs proposed in the each M/P in order to achieve the consistent and harmonized development over Coastal area, as SK³ Resonant Region. Furthermore, the Strategy shall contain inter-provincial development projects, which will be implemented under the strong initiative of project coordination body in Coastal area. Therefore, in the broad sense, the Strategy for Coastal area encompasses the M/Ps of four provinces. This interrelationship among Development Strategy and the M/Ps is shown as following Figure.



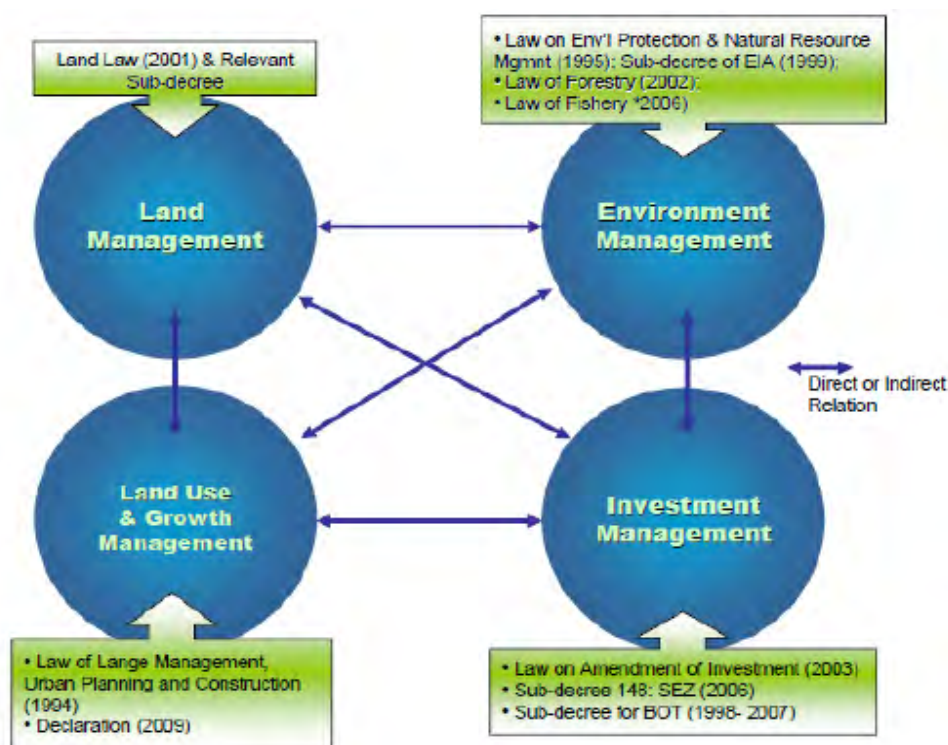
Source: JICA Study Team

Figure 6.1.1 Interrelationship among Development Strategy for Coastal Area and the Master Plan of each Province

Following the discussions above, in this section, how to implement the each M/P as well as the overall implementation framework of the Strategy for Coastal area is proposed in this chapter. Detail of the M/P of Preah Sihanouk is available in Book II.

6.1.1 Four Management Issues for Implementation

The Master Plan shall be implemented in practice under a well-organized and well-functioning management mechanism, which comprises of four (4) areas of institutional systems such as: i) Investment Management, ii) Land Management; iii) Land Use and Growth Management; and iv) Environmental Management. These are all institutionally supported by respective legal frameworks to publicly guarantee the enforcement to achieve the respectively addressed objectives. These should also be directly or indirectly coherent with each other as illustrated on Figure 6.1.2.



Source: JICA Study Team

Figure 6.1.2 Four (4) Development Management Issues and Mutual Linkages

Land Management: This is substantial to shape the national structure of her territorial order, assuring Cambodian people’s properties and welfares. The Land Law (2001) regulates land allocation over Cambodian people and their social and economic land usage, and its relevant sub-decrees address the solution of disputes related to land tenures. One of the most crucial issues, in terms of the land management, is concerned with the governmental issuance of social and economic concessions. This issue is a question of how to make the best use of the land within the national territory to maximize people’s sustainable benefits over the centuries. Therefore, the concession issuance must be rational and justifiable, referring to the National Constitution. Another crucial issue is whether or not the issuance of land concessions is made with assuring legal linkages with the should-be-related laws such as the Law of Environmental Protection and Natural Resource Management (1996). It should not be

allowed in theory and practice that the economic concession is issued on the area where is designated as protected.

Investment Management: Investment activities are regulated and/or promoted in the Law of Investment (2003) and sub-decrees on Special Economic Zones (2005). In many cases, land concessionaires are identical to investors for agricultural and/or manufacturing activities. Investments from both foreign and local enterprises are essential to promote the economic and social development, therefore the approval of the investment project with a land concession is assumed by CDC for more than US\$2.0 million and the provincial Sub-committee for small-scale project with less than US\$ 2.0 million, with minor involvement of the environmental management. It is an important management issue to guide the investment to a proper location in consideration of land suitability and environmental aspects in its target areas.

Land Use and Growth Management: The most appropriate land use pattern should be pursued at the national, provincial level and district/commune levels. This principle has been long addressed in the Law of Land Use Planning, Urbanization and Construction (1994). Land use plan at each level is legally mandated to be formulated through the relevant sub-decrees by MLMUPC and DLMUPCC. Should a land use plan be an effective administrative tool to deliberately direct all development and construction activities onto the designated land use zones, the land use plan shall be useful for the urban growth management. Therefore, the land use plans to be authorized should be reflected by the land and investment management policies as well as the environmental policies. It is unfortunate that although fifteen (15) years have passed since the law was enacted in 1994, none of authorized land use plans have been built at provincial levels. This means that any provincial or local government has had no effective growth management tool yet.

Environmental Management: It is the most vital issue from the spatial planning standpoint that the environmental management system is functionally working on the local ground in a sense that areas to be environmentally protected have kept protected from any construction activity. This principle has been clearly addressed in the National Constitution, Article #59, and Law of Environmental Protection and Natural Resource Management (1996). Nevertheless, any definite mechanism to protect environmentally valuable resources has not worked out. In this regard, three issues are conceivable as follows:

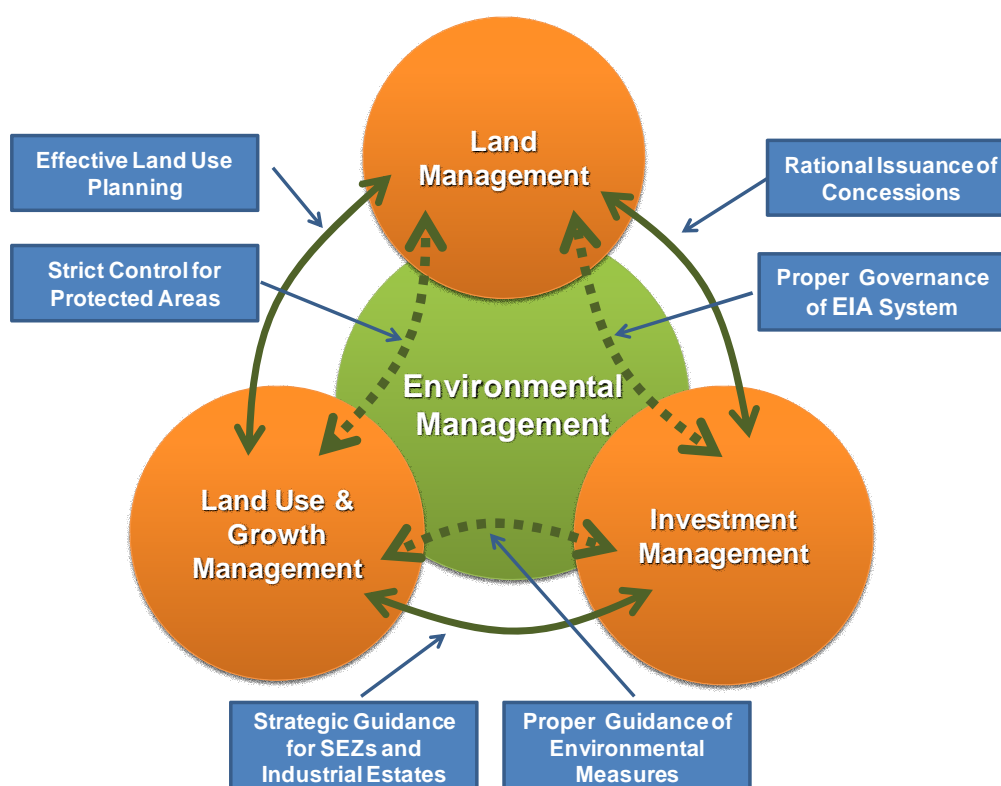
- According to the Law, four (4) categories of zones, such as (a) core zone; (b) conservation zone; (c) sustainable zone; and (d) community zone, shall be designated at the provincial and district levels, and any development activity is legally prohibited in (a) core zone and (b) conservation zone. However, clear area-designation under this zoning system has not been delineated due to a lack of detailed research and professional surveys. The necessary surveys should be conducted as soon as possible, even though paying the cost. Otherwise much more social costs should be paid by the next generation to recover the lost.
- The EIA system was introduced in 1995 and this shall be a workable tool to protect from environment-disorderly development, should the system be utilized and managed in a properly professional manner by the authorities concerned. The capacity enhancement in this field for EIA management is a must for both the national and provincial governments to comply with the investment approval procedure by CDC which regulates a time limit of 60 days for the EIA process. Otherwise, this time limit should be released so that the submitted EIA documents can be properly evaluated at a satisfactory level.
- The environmental administration shall be substantially related and/or coordinated with the land management, the investment management and the land use planning administrations, because all

development activities should be sustainably harmonized with the environment as described in the National Constitution.

6.1.2 Integrated Mechanism for Development Management

Establishment of an integrated development management system is proposed, based on the above observations on the current issues on the institutional systems. This is vital in order to effectively implement the socioeconomic development as delineated in the Master Plan, keeping the environmental conditions sustainable. The proposed structure is conceptualized as shown in Figure 6.1.3.

As seen in this figure, the environmental management shall be situated at the center of the entire system integrated with the other three (3) areas of management, because any development project has to strictly take into account environmental changes so as to minimize the negative impacts.



Source: JICA Study Team

Figure 6.1.3 Conceptual Structure of the Integrated Development Management System (Proposed)

(1) Investment Management System

Investments on agricultural, agro-processing and a wide variety of manufacturing activities are expected to encourage local economies. However, should these investments result in fatal degradation of the environment, social costs for the recovery would significantly impose on the local economy in the long term. It must be a simple principle that the proper investment be located at the appropriate place with full consideration of environmental impacts. In this sense, the investment

management needs to strengthen the institutional linkage with both the land management and the land use management with special notes as follows:

As for the inter-relation with the land management, the issuance of “development concessions” shall be rational in the line with not only economic policies but also the environment and natural resource management policies. In addition, the EIA system needs to be more enforceable to control the environmentally negative manner of the development project.

As for the coherence with the land use (growth) management, “Development Guidelines” shall be provided with some administrative enforcement power to guide a development project to avoid the fatal degradation of the environmental resources, referring to the officially approved land use plan. The development guidelines may be prepared by land use zone. For instance, any concession project located in “Protection Area” shall be guided with the following (not limited to) conditions:

- Green coverage ratio;
- Protection of water resource;
- Quality standard of drainage and effluent water;
- Strict protection from erosions
- Special attention to minimize changes in the existing ecosystems (flora and fauna); and
- Other area-specific and indigenous aspects to be taken into account for the development.

The guidelines above are supplemental to the EIA system, and shall be institutionalized as a sub-decree, by MLMUPC and/or audiences by the provincial government, when the land use plan is approved.

(2) Land Use (Growth) Management System

The land use plan, which has been legally defined by Law of Land Management, Urban Planning and Construction (1994), should be officially formulated and approved as soon as possible in accordance with the Law and its relevant sub-decrees. In the process of land use planning, the most vital is to assure the logical coherence with the zoning systems designated by not only Law of Environmental Protection and natural Resource Management, but also Law of Forestry and Law of Fishery. For the land use management, the following three issues are crucial:

1) *Land Use Plan and Zoning System*

The categorization of land use zoning, which is applicable for the entire national land, is proposed in accordance with the relevant laws, as show in Figure 6.1.3.

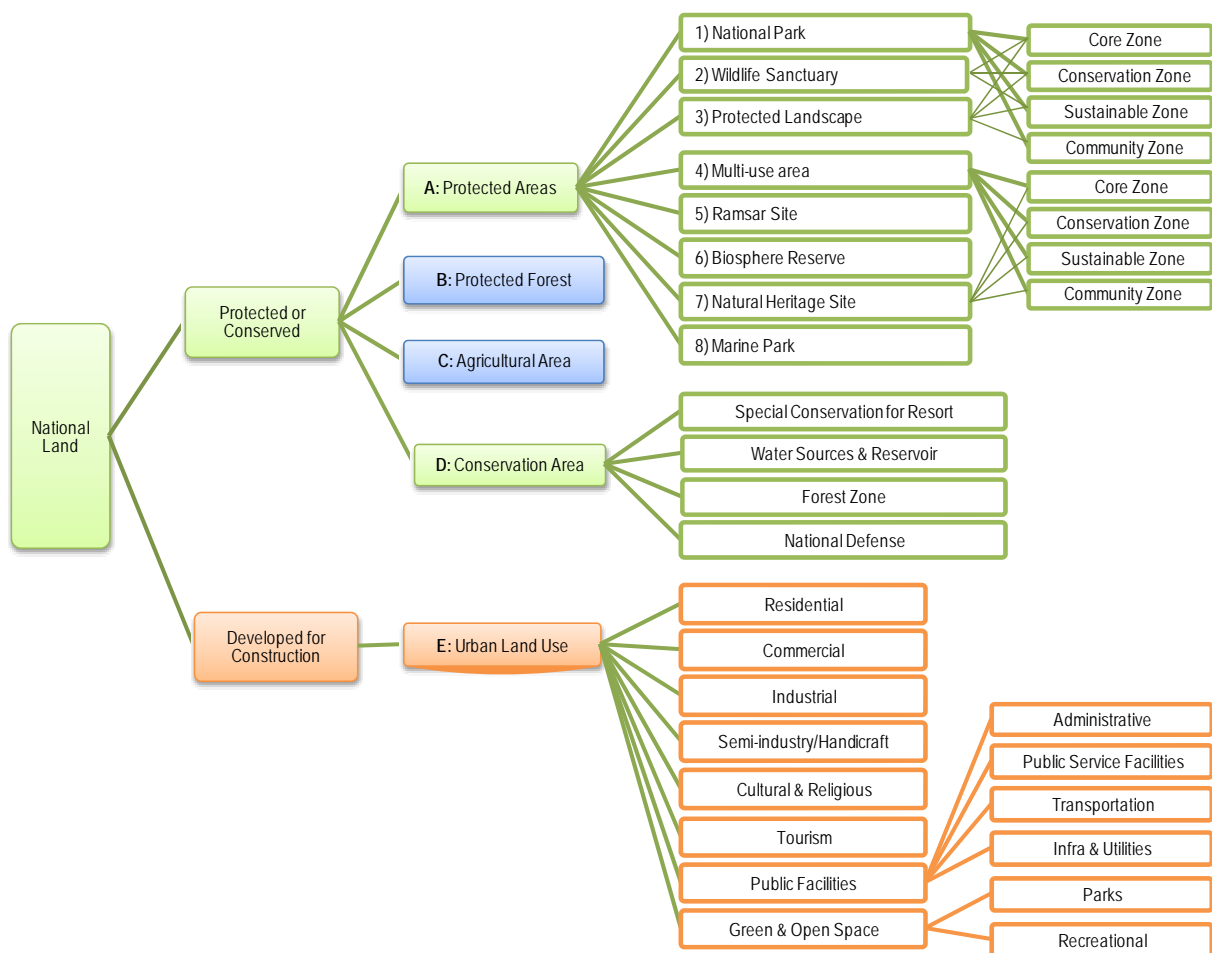
First, based on the existing legal system, all the national land is divided into two categories of land, namely, Land to be protected/ conserved; and Land to be developed for construction. Then, the former is divided into four (4) categories of land as follows:

- **A: Protected Area**, which is regulated by the Law of Environmental Protection and natural Resource Management and governed/managed by MOE;
- **B: Protected Forest Area**, which is regulated by the Law of Forestry, governed/managed by MAFF;

- **C: Agricultural Area**, where is governed/managed under MAFF;
- **D: Conservation Area**, which is guided by the Law of Land Management, Urban Planning and Construction, under management by MLMUPC.

The latter is dedicated for urban development and construction, accommodating social and economic activities. This area shall be designated as “E: Urban Land Use Area”, where the urban land use planning shall be undertaken.

It should be noted that the land use planning at provincial as well as the national level shall start with designating boundaries to classify the entire national land into the five categories of land use (A to E) in collaboration with the relevant ministries such as MOE and MAFF. This is substantial part of land use planning work.



Source: JICA Study Team

Figure 6.1.4 Proposed Land Use Categories for Land Use Planning

More detailed break-down of land uses is stipulated by each legal framework. As for “A: Protection Area”, eight (8) sub-categories, implying reasons for protection, shall be designated

as seen in Figure 6.1.4. Again, this designating process, including conducts of research and surveys of natural resources shall be jointly facilitated with MOE and MLMUPC.

As for the Urban Plan area, a zoning system with eight (8) zones is proposed as a basic guideline, namely, (1) Residential; (2) Commercial; (3) Industrial (exclusively); (4) Semi-industrial (mixed with handcraft and other small-scale factories); (5) Cultural and religious; (6) Tourism; (7) Public facilities; and (8) Green and Open Space.

This classification is a basic framework, therefore, some additional sub-zones can be regulated, depending upon the urbanization process and its magnitude. For instance, “residential zone” may be classified into three sub-zones such as: a) mid-rise and high-densely housing, b) low-rise and low densely housing; and c) commercial-mixed housing. Alike, “commercial zone” may be classified into two sub-zones, such as: a) intensive commercial and business; and b) housing-mixed neighborhood commercial. The sub-zoning system may be regulated by the provincial bylaw or city’s ordinance, in consideration of the urbanization pattern. It is recommended that any large city, whose population is more than 100,000, adopts such a sub-zoning system for its land use plan.

2) *Management of the implementation of Authorized Land Use Plan*

Once the land use plan is authorized, the monitoring of the implementation and effectiveness of the plan is another important task by DLMUPCC as well as MLMUPC. Since no enforceable authorizations are legally given to the land use plan itself, other management tools need to be employed to materialize land use patterns as planned. There are three tools conceivable for this purpose: 1) the EIA system for new development activities; 2) the permission administration system for new building constructions; and 3) the regulatory system by “Development Guidelines” as proposed in the preceding section. These administrative tools shall be utilized in an integrated manner for the realization of the authorized land use plan. Simply, any construction permission should not be given to a sizable project in the protected area without proper measures addressed by the EIA. In this regard, inter-governmental coordination is crucial.

3) *Provision of Regulatory Development Guidelines*

“**Development guidelines**” can locally be prepared in a form of provincial bylaws or ordinance, not necessarily be Ministerial sub-decree. It is popular that the development guidelines stipulate some detailed technical standards or criteria for land development and building construction with the following purposes, as shown in Table 6.1.1 as a sample:

- not to degrade environmental conditions;
- to mitigate natural disasters and fire accidents;
- to facilitate some private investments to keep public service provision at a minimum level; and
- to promote landscape and conservation of historical and cultural assets.

In addition, it is also common in Japan that land developers or project owners are obligated to pay some special charge and/or monetary contribution to support the provision of necessary public facilities and services, including improvement of children’s park, solid waste management, disaster management, hygienic conditions, greenery and landscape, so on. The

amount of charge for a development project may be decided with regard to development factors such as: its land area of the development; the number of households to be newly settled with the land development; or the number of hotel rooms in case of the tourism development. The development guidelines should carefully prepared in consultation with local resource persons, and once the guidelines are enacted at the local level, those shall be deliberately managed in association with the permission administration.

Table 6.1.1 A Sample of Development Guidelines in Urban Planning Area

Objectives	Standards/Criteria	Applied Construction Activities
Not to degrade environmental conditions	Design criteria of green coverage ratio and plantation, and engineering standards for water supply, drainage, sewerage and power supply systems; and manner of waste discharge and disposal.	Housing project; tourism facilities; manufacturing factories; public facilities; commercial & business services, so on within the urban land use planning area
To mitigate natural disasters and fire accidents;	Design criteria for structural engineering, land arrangement, and installation of fire protection walls, etc.	
To promote landscape and conservation of historical and cultural assets.	Design criteria for building height, set-back of wall-surface line; plantation and greenery; and coloring plus engineering standards for sanitary utilities.	All housing, commercial and tourism developments within or adjacent to the historical and cultural conservation area.
To facilitate some private investments to keep public service provision at a minimum level; and	Provision of open space to be dedicated for public uses such as recreational park, community facilities, primary schools and health facilities, parking lots, so on.	Medium- and large-scale housing and commercial development with more than 2.0 ha.

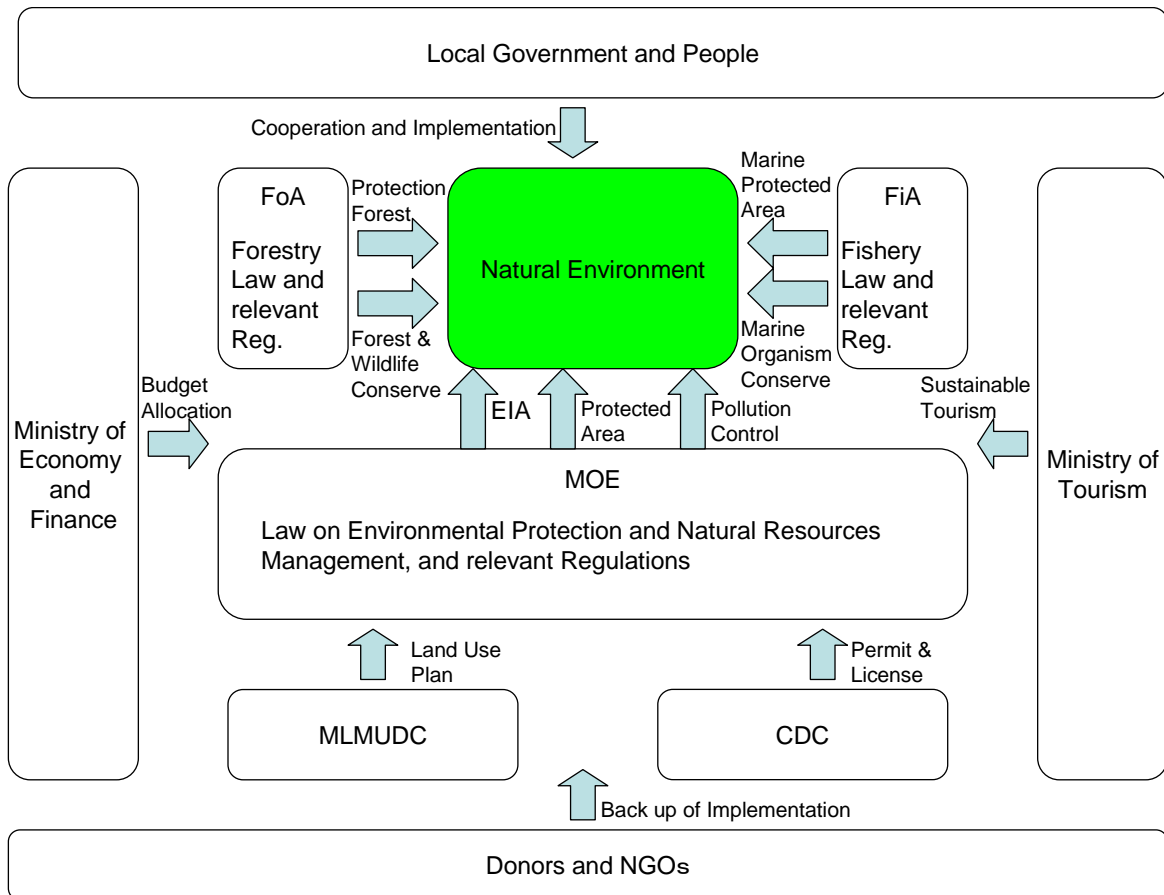
Source: JICA Study Team

(3) Land Management System

Needless to say, the land management and the land use management are different in terms of its legal and administrative mandates, that is, the former deals with the land tenure aspects, while the latter, socioeconomic activities on the land. Both are not separable in theory, but, less linkage with both exist in reality. A crucial issue, as described earlier, is that in the decision-making process of the land concession issuance, there is weak coordination with the land use planning administration which is part of MLMUPC's mandate, although it is natural that the suitability of the land concession area in question should be scrutinized from the land use planning as well as the environmental conservation. In this regard, the current mechanism for the land concession issuance has a room to be improved for pursuance of the environment-friendly and sustainable development particularly in Coastal area where is environmentally sensitive and vulnerable.

6.1.3 Environmental Management

The most difficult part in environmental management is not in planning, but in implementation. Legislation and institution must function consistently. Therefore, for effective law enforcement, adequate collaboration among relevant organizations and local people, and accordingly enough budget allocation are crucial. The concept of implementation framework is shown in Figure 6.1.5.



Source: JICA Study Team

Figure 6.1.5 Concept of Implementation Framework for Environmental Management

6.2 Implementation Framework of the Strategy for Coastal Area

6.2.1 Program, Fund and Implementation Body

Following the discussions on implementation mechanism of Master Plan in the previous section, the implementation mechanism of the Integrated Strategy for Coastal area is proposed in this section.

An effective implementation mechanism of the Strategy should be established at the provincial level as well as the national level. Under the on-going decentralization policy, needless to say, the provincial governance should be further empowered for the project implementation in practice. For the effective management of the implementation of priority projects which are identified in the Strategy, three issues are envisaged.

(1) Programming

The first issue is concerned with “programming”. As will be discussed subsequent sections, a number of priority projects are recommended to be incorporated into a rational program, instead of leaving individual infrastructure projects in hand of the different responsible line agencies. So, programming is a key to implement different types of projects in the most effective manner, keeping mutual linkages between those different projects.

(2) Fund Mechanism

Another crucial issue is to establish a funding mechanism to materialize the program. Although the provincial government has been empowered to levy nine (9) tax sources¹ for financing their own projects, their self-financing capacity is extremely weak particularly for budgeting on capital formation and project implementation. Most of the financing capacity depends on the national government’s budget allocation and/or annual budgets appropriated to the line ministries. Under such a current constraint, a concept of “fund package” may deserve to be pursued to finance the planned program in an integrated manner, instead of preparing project budgets one by one in a separate manner. This fund package includes the national budget, provincial budget for project implementation, external funds through donors’ contributions and loans, and the private sector’s investment funds (or bonds). These funds in a package are all earmarked for the Urban Environment Improvement and Harmonized Economic Development Program, and managed by a single managing body.

(3) Implementation Body

The third issue is who shall resume the full responsibility for the fund management as well as the program implementation. Needless to say, a strong capacity in the coordination and the management is required for such a coordination body. This body’s roles include some crucial administrative tasks to put each project forward, such as: i) settlement of some land registration issues; ii) compliance with environmental regulations on EIAs and other relevant laws; iii) issuance of building permission, if necessary; and iv) technical coordination with the officially approved master plan and the land use plan, and so on. Needless to say, this body should be closely involved in the process of approval on

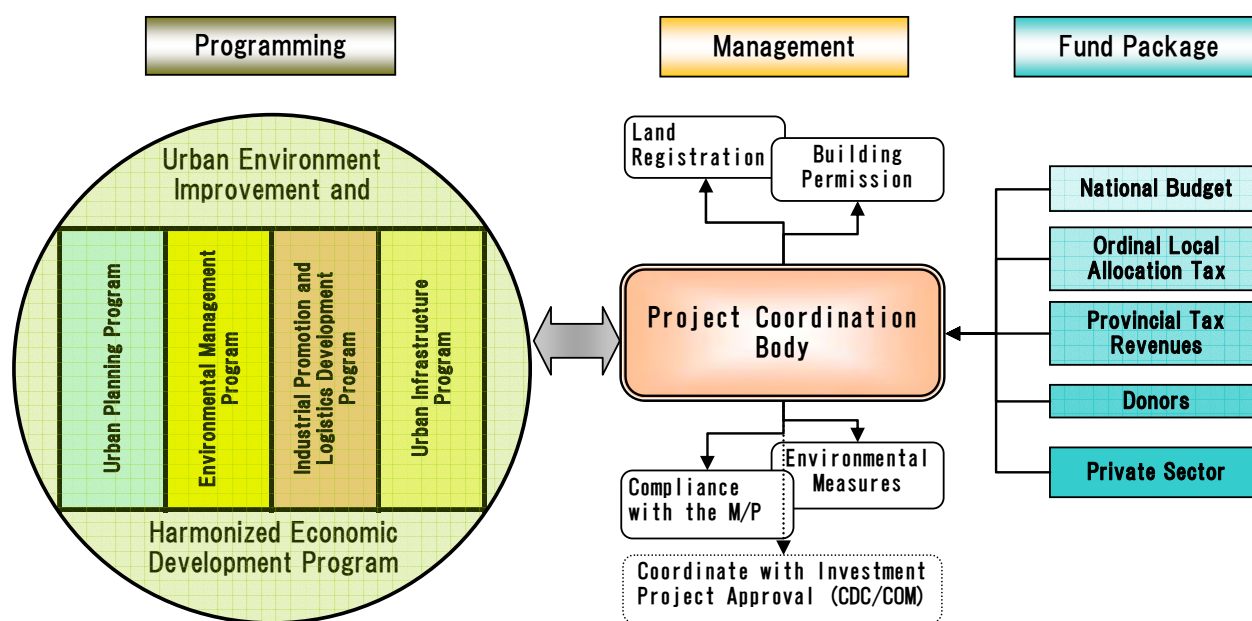
¹ The provincial budget includes several tax revenues such as: 1) land transaction tax (4%); 2) Un-used land Tax (2%); 3) road transportation tax (3%); 4) market business tax; 5) ferry transport tax, so on.

the large scaled development projects, which are currently determined and issued automatically by COM and CDC.

It is recommended that such a program coordination body shall be organized under DLMUPCC at the provincial level and MLMUPC at the national level, because these authorities are substantially responsible for land management, urban planning, construction and cadastre, which are all relevant to infrastructure development in association with land use and environmental management. This mechanism, however, does not mean that responsibilities and mandatory of individual line agencies for the project execution shift to the program coordination body under MLMUPC and DLMUPCC. All responsibilities for practical implementation of projects remain with respective line agencies as it is, and the program coordination body shall play a role just like “the conductor” of an orchestra.

Set up process and institutional structure of this project coordination body are proposed in the subsequent sections.

These three issues are linked with each other as an organic mechanism for the implementation, as shown in Figure 6.2.1. This mechanism might be unique in Cambodia, but is popular in other ASEAN countries such as Thailand and the Philippines, particularly for the city development. The city development program is usually of a composite of different infrastructure projects such as roads/streets, solid waste management (SWM), water supply, drainage and sewerage,, bus terminals, parks and recreational facilities, so on. Because of this, an integrated approach is effective and efficient in terms of collective and synergetic project benefits and minimized loss of investments.



Source: JICA Study Team

Figure 6.2.1 Proposed Management Mechanism of the Program Implementation of the Strategy for Coastal Area

6.2.2 Options for Implementation Arrangement

While RGC is promoting to advance the decentralization of the government system, the actual implementation of most of public infrastructure and economic development projects, particularly those

with international donor assistance, are conducted by the central government ministries. In such circumstance, the basic arrangement for implementation of this Strategy for Coastal area could be done in one of the following ways.

(1) Option 1: Central Government as Main Implementer

In this option, the projects for infrastructure and economic development projects for the Coastal Area will be carried out by the relevant Ministry/Agency in charge of the sector, which is the same as the present system of implementation.

Merit: As most of the relevant Ministries have experiences of conducting similar projects in the past, often with donor assistance, and the human resources capacity tends to be high in the central government, it will be relatively easy to implement the projects.

Demerit: As one ministry has its own sphere of activities, and tends not to interact with other ministries and agencies, coordination with related projects may be difficult to accrue. In the worst case, a few projects may have effects in conflict, which needs to be avoided.

(2) Option 2: Local Government as Main Implementer

In this option, the projects for infrastructure and economic development projects for the Coastal Area will be carried out mostly by the local government, typically the province with the assistance from relevant ministries in the central government.

Merit: The local government is close to the community and is well aware of the local conditions and needs, good project could be formulated. Also, the local government has different departments under the governorship, each in charge of different section corresponding to the central government ministry, it will be easier to coordinate with relevant sections.

Demerit: As most of provincial government has not have any experience in conducting similar projects in the past with donor assistance, and generally the capacity of staff tends to be lower than in the central government, it may not be easy to implement projects, particularly with international donor assistance.

(3) Option 3: Central Government as Main Implementer with Local Coordinating Body

This option is the combination of Option 1 and Option 2. While the central government is experienced with the implementation of infrastructure and economic development projects, they may not be familiar with the local conditions and needs. In order to fill this gap, a local coordinating body will be added under the chairmanship of MLMUPC and Province.

Merit: This composite option solves the weakness of the above two options.

Demerit: As there will be two parties in charge, the implementation system tends to be more complex than in either option above.

In consideration of the recent trends for decentralization of administrative systems from the central to local, Option 2 will be the ultimate solution in future. While the staff of local government lacks in experience in implementation of similar projects, Option 3 will be effective in the mean time, and is recommendable for Coastal Area.

6.2.3 Establishment of Coastal Area Development Program Coordination Committee

Under the current governmental organization, there is no coordinating section to overlook the harmonized development of Coastal area and the policy matters are left only to the each provincial government. As seen before, the investment projects in the area are large in their scales and the effect that investment projects produce has to be carefully measured and the total industrial development plans has to be well established.

From this viewpoint, it is recommendable to establish the “Coastal Area Development Project Coordination Committee (CADPCC).

The mission of CADPCC is proposed be as follows:

- Provide comments on the large-scale investments projects be implemented in the area in light of the Land Use Plan and Development Guidelines applicable to the proposed before the investment permission is given
- Provide construction permits all sort of concessions to be established in the area, based on the Land Use Plan and Development Guidelines applicable to the proposed area
- Closely monitor the progress of investment project implementation and provide advisory for harmonious effects
- Establish and promote the harmonized industrial development plans for export-oriented industries, tourism, marine-based industries and resource-based industries for the coastal area.
- Collect and analyze all the investment related information in the area in order to coordinate harmonized development
- Be responsible for monitoring the investment project implementation including resettlement, proper use of land and environmental protection and solving the critical issues for the project implementation
- Establish and manage the SME Promotion Center for the area and monitor the effect of its activities. The SME Promotion Center shall manage the appropriate vocational and exports training and financial support scheme targeting the SMEs in the area.

The member of CADPCC is proposed to be in two tiers, one in the central government level, and the other in the provincial level. The central government level of CADPCC will focus on the policy issues, while the provincial level CADPCC will focus more on the condition issues on the site. The composition of the two levels of CADPCC is proposed as in the following.

Central Government Level

- Senior Minister of MLMUPC: Chairman
- Special Advisor to Prime Minister: Vice chairman
- Provincial Governor: Vice chairman
- Secretary of Commerce: Member
- Secretary of Economy and Finance: Member
- Secretary of Environment: Member

- Secretary of Agriculture, Fishery and Forest: Member
- Secretary of Industry, Mines and Energy: Member
- Minister of Ministry of Labor and Vocational Training: Member
- Secretary of Public Works and Transport: Member
- Secretary of Rural Development: Member
- Secretary of Tourism: Member
- Secretary of Water Resources and Meteorology: Member
- Secretary of Post and Telecommunication: Member

Local Government Level

- Secretary of MLMUPC: Chairman
- Provincial Deputy Governor: Vice chairman
- Director of Land Management, Urban Planning and Construction, Member
- Director of Commerce: Member
- Director of Economy and Finance: Member
- Director of Environment: Member
- Director of Agriculture, Fishery and Forest: Member
- Director of Industry, Mines and Energy: Member
- Director of Ministry of Labor and Vocational Training: Member
- Director of Public Works and Transport: Member
- Director of Rural Development: Member
- Director of Tourism: Member
- Director of Water Resources and Meteorology: Member
- Director of Post and Telecommunication: Member
- Representative from Port Authority of Sihanoukville (PAS): Member
- Representative from Electricite Du Cambodge (EDC): Member

6.3 Concept of Programming of Priority Projects

6.3.1 Programming Approach

As mentioned in the foregoing section, it is important to introduce an integrated programming approach to implement different types and size of investment costs of projects, which shall be undertaken by different ministries or line agencies, in the most effective manner, keeping mutual linkages between those different projects. Therefore, the proposed future projects, which realize the each sectoral strategy of the Integrated Strategy for Coastal area shall also be implemented in this manner.

In order to clarify the development purpose and to consider the development orientation specified in the development visions (see the Section 5.1.2), the overall program to be implemented by the proposed CADPCC is titled “Urban Environment Improvement and Harmonized Economic Development Program”. The program can be classified into the following four (4) sectors, and the projects proposed in the subsequent section are categorized into:

- Urban Planning Sector;
- Environmental Management Sector;
- Industrial Promotion and Logistics Development Sector; and
- Infrastructure Development Sector.

6.3.2 Identified Projects to be implemented through the Programming Approach

Finally, following the proposed sector strategies, totally 42 projects have been identified to realized the development goal toward 2030 as follows. The identified projects were classified into three categories in terms of implementation period. The implementation period consisted of three phases; i) a short term in the next five (5) years; ii) a mid term in the next ten (10) years, and iii) a long term in the next twenty (20) years. As mentioned above, these identified projects were categorized into four (4) sectors.

(1) Identified Projects under Urban Planning Sector Program

The identified projects under the Urban Planning Sector are summarized as following Table 6.3.1.

Table 6.3.1 Identified Projects under the Urban Planning Sector Program

ID	Project Name	Schedule			Province				whole Cambodia
		Short	Mid	Long	Koh Kong	SHV	Kep	Kampot	
1.1	Formulation of National Spatial Planning Project	■			✓	✓	✓	✓	✓
1.2	Formulation of Master plan of urban planning for the Coastal area (including Short Term Follow-up Project of Urban Planning M/P in Preah Sihanouk and Kampot)	■				✓		✓	
1.3	Establishment of National Technical Highschool in Coastal Area		■		✓	✓	✓	✓	
1.4	Upgrading the Existing Training Center of MLMUPC and Strengthening Training System		■		✓	✓	✓	✓	

Source: JICA Study Team

(2) Identified Projects under Environmental Management Sector Program

The identified projects under the Environmental Management Sector are summarized as following Table 6.3.2.

Table 6.3.2 Identified Projects under the Environmental Management Sector Program

ID	Project Name	Schedule			Province				whole Cambodia
		Short	Mid	Long	Koh Kong	SHV	Kep	Kampot	
2.1	Strengthening EIA Implementation Capacity Project	■			✓	✓	✓	✓	✓
2.2	Capacity Development Project on the Management of Protected Areas	■			✓	✓	✓	✓	✓
2.3	Study on Coral Reef Conservation in Coastal Area	■			✓	✓	✓	✓	
2.4	Study on Aquatic Environmental Management in Preah Sihanouk	■				✓			
2.5	Aquatic Environmental Improvement and Monitoring Program in Coastal Area (spin out project of 2.3 & 2.4)		■	■	✓	✓	✓	✓	
2.6	Coastal Area Ecosystem Conservation Project through Ecological Corridor C		■		✓	✓	✓	✓	
2.7	Study on Preaek Tuek Sab Watershed Management	■						✓	
2.8	Preaek Tuek Sab Watershed Environmental Improvement and Monitoring Program		■					✓	
2.9	Establishment of PPP and Development of Infrastructure for Solid Waste Management for Sustainable Environmental Protection and Development in Coastal Area	■	■		✓	✓	✓	✓	

Source: JICA Study Team

(3) Identified Projects under Industrial Promotion and Logistics Development Sector Program

The identified projects under the Industrial Promotion and Logistics Development Sector are summarized as following Table 6.3.3.

Table 6.3.3 Identified Projects under the Industrial Promotion and Logistics Development Sector Program

ID	Project Name	Schedule			Province				whole Cambodia
		Short	Mid	Long	Koh Kong	SHV	Kep	Kampot	
i. Manufacturing Industries									
3.1	Promotion of Export and Related Industries through Strengthening and Improving SEZ Scheme	■			✓	✓	✓	✓	✓
3.2	SME Promotion Development Project (SME Center/ Training/ Financing (TSL))	■	■		✓	✓	✓	✓	✓
3.3	Utilization of the National Agency for Occupations and Labor for mobilizing labor	■			✓	✓	✓	✓	✓
ii. Resource-based Industries									
3.4	Promotion of High-value added crops and improvement of productivity (including creation of a Farmer's Handbook to disseminate agri-chemical information)		■	■	✓	✓	✓	✓	
3.5	OCOP (One Commune One Products) Development Project	■	■	■	✓	✓	✓	✓	
iii. Tourism									
3.6	Creation of Hotel Associations and strengthening collective actions (promoting regional tourism advertisement activities, providing training opportunities for hotel association members, cleanup activities and upgrading infrastructure of common space, so on)	■	■		✓	✓	✓	✓	
3.7	Facilitation of Movement of Tourists	■	■		✓	✓	✓	✓	✓
3.8	Improvement of Infrastructure and Facilities for Tourist	■	■		✓	✓	✓	✓	
3.9	Promotion of Community-based Eco-tourism		■	■	✓	✓	✓	✓	
iv. Logistics									
3.10	Study on Comprehensive Logistics Development between Preah Sihanouk and Phnom Penh	■				✓		✓	
3.11	Construction of Railway Terminal Station adjacent to the Sihanoukville Port and ICD in Phnom Penh	■	■			✓			

Source: JICA Study Team

(4) Identified Projects under Infrastructure Development Sector Program

The identified projects under the Infrastructure Development Sector are summarized as following Table 6.3.4.

Table 6.3.4 Identified Projects under the Infrastructure Development Sector Program

ID	Project Name	Schedule			Province				whole Cambodia
		Short	Mid	Long	Koh Kong	SHV	Kep	Kampot	
i. Water Supply & Sewage									
4.1	Hydrological Studies and Monitoring to Confirm the Safe Yield of Available Surface Water Resources				✓	✓	✓	✓	
4.2	Hydro-geological Studies to Confirm Groundwater Potential for Urban Water Supply				✓	✓	✓	✓	
4.3	Regulations and Structural Measures to Protect Water Supply Sources from Urban Development				✓	✓	✓	✓	
4.4	Continued Strengthening of O&M Capacity for Management, Leakage Detection and Correction, Repair and Replacement of Water Mains				✓	✓	✓	✓	
4.5	Preah Sihanouk Water Supply System Development Project					✓			
4.6	Kampot Water Supply System Development Project							✓	
4.7	Implementation of a Water Quality Monitoring Program				✓	✓	✓	✓	
4.8	Preah Sihanouk Sewage System Development Project					✓			
4.9	Kampot Sewage System Development Project							✓	
4.10	Kep Sewage System Development Project						✓		
4.11	Koh Kong Sewage System Development Project				✓				
ii. Transportation									
4.12	Improvement of the Road Surface Condition on NR.48				✓				
4.13	Cross Border Facility at the Border of Thailand				✓				
4.14	Cross Border Facility at the Border of Vietnam							✓	
4.15	Road Network Construction and Old Bridge Rehabilitation Project in Kampot							✓	
4.16	Development of Coastal Road from Vietnamese Border to Kep						✓		
4.17	Road Network Construction and Improvement Project in Preah Sihanouk					✓			

Source: JICA Study Team

6.3.3 Selection of Priority Project

Finally, as the most urgently required projects to be implemented, the priority projects have been selected among the aforementioned 42 identified projects. The criteria of the selection of the priority projects through the Study are summarized as follows:

- The Project which is to be implemented by the governmental agency as an executing agency (not by private sector or NGOs.);
- The Project whose investment costs is comparatively large, which requires to the ODA fund;
- The Project which should be implemented quite urgently;

- The Project which has not yet been proposed through the other related studies or programs or has not yet been adopted by CDC (as the representative of RGC) or donors;
- The Project which is to be implemented in either Preah Sihanouk City or Kampot City shall be prioritized, as these two cities are selected as the target cities where the intensive studies have been done in the Study.

Based upon the above mentioned criteria, the following eleven (11) projects have been selected as the priority projects, which are required to be implemented quite urgently.

Finally, the detailed information of each priority project is available in Section 5.3 of Book II.

Table 6.3.5 Priority Projects

No.	Title of Project	Scheme	Location	Executing Agency	Script
i. Urban Planning Program					
UD-01	National spatial planning project	Technical Cooperation (T/C)	Phnom Penh (Nation wide)	MLMUPC	Reinforcement of legal framework, laws and regulations over land and spatial management. Capacity development plan of MLMUPC at the central level to enforce planning and management ability.
UD-02	Master plan of urban planning for the Coastal area (including Short-term follow-up project of land use planning in Preah Sihanouk and Kampot)	T/C	Four (4) Coastal Provinces	MPWT	There is no logistics network between Preah Sihanouk and Phnom Penh as an integrated system. Therefore, in consideration of a feature of Sihanoukville Port which is Feeder Port in intra-Asia shipping route, a strategic logistics development plan should be provided in order to accelerate to increase a freight volume and to establish an efficient logistics network.
ii. Environmental Management Program					
EV-01	Strengthening EIA implementation capacity project	T/C	Phnom Penh (whole country)	MOE	Capacity development of EIA department staff to enforce the laws and regulations of EIA and environmental monitoring.
EV-02	Establishment of public-private partnership and development of infrastructure for solid waste management for pursuit of sustainable environmental protection and development in Coastal area	T/C + Loan or Grant	Four (4) coastal provinces (Preah Sihanouk & Kampot)	MOE (Provincial Government)	T/A for 3R implementation and preparation of SWM master plan, and procurement of SWM equipment and facilities through Grant aid or Loan.

iii. Industrial Promotion and Logistics Development Program					
LD-01	The Study on Comprehensive Logistics Development between Preah Sihanouk and Phnom Penh	T/C	Phnom Penh – Preah Sihanouk	MPWT (PAS, National Railway)	There is no logistics network between Preah Sihanouk and Phnom Penh as an integrated system. Therefore, in consideration of a feature of Sihanoukville Port which is Feeder Port in intra-Asia shipping route, a strategic logistics development plan should be provided in order to accelerate to increase a freight volume and to establish an efficient logistics network.
iv. Infrastructure Development Program					
WS-01	Water supply system development project in Preah Sihanouk	Loan	Preah Sihanouk	MIME	Construction of storage facilities, a system of feeder mains and facilities for the transmission of treated water from Kbal Chay, and rehabilitation and improvement of distribution system.
WS-02	Water supply system development project in Kampot	Loan	Kampot	MIME	Construction of new treatment plant, treated water pipeline, storage facilities, and a system of feeder mains, and improvement of distribution system.
WS-03	Sewage system development project in Preah Sihanouk	Loan	Preah Sihanouk	MPWT	Expansion of treatment facility and making service connections mandatory over Ocheuteal beach.
WS-04	Sewage system development project in Kampot	Loan	Kampot	MPWT	Construction of treatment plant and sewage distribution system.
T-01	Road network construction and improvement project in Preah Sihanouk	Loan	Preah Sihanouk	MPWT	Construction of access roads i) between NR4 and Preah Sihanouk city and ii) between Sihanoukville Port and Stueng Hav - Veal Renh road and rehabilitation of existing bridges (21 bridges).
T-02	Road Network Construction and Old bridge rehabilitation project in Kampot	Loan + Grant	Kampot	MPWT	Construction of new Ring Road and bridges and rehabilitation of the existing old bridge located in the center of the Kampot city.

Source: JICA Study Team

CHAPTER 7: CAPACITY DEVELOPMENT PLAN FOR LAND MANAGEMENT AND PLANNING

7.1 Introduction

The National Strategy for Development Plan 2006-2010 set up by RGC placed “the good governance” as the most fundamental prerequisite for the sustainable development and pointed out the key factor for the good governance in the decentralization and deconcentration (D&D). Based on this plan RGC enacted the Regional Administration Law in 2008, which stipulates the framework of management over development planning for the capital city Phnom Penh, 23 provinces and 193 districts. Under this law the councils and officials should be responsible for and in charge of planning, enforcement and monitoring of the 5 year development plan of each province and other development planning. However, government has not set up the organizational system and capacity development plan for implementation for this new system.

In 1994, the Law on Land Management, Urban Planning and Construction was enacted, and the legal framework for urban planning was thus set in place. Concurrently MLMUPC was established. Nonetheless, the administration for urban planning is still insufficient, typically shown in the fact that there is no officially approved urban master plan under the Law yet. The lack of approved plan hinders the day to day administration for construction permit and implementation of urban planning projects.

In this Study the organizations and personnel of MLMUPC shall be analyzed to find out the issues and obstacles in the limitation to planning activities. Based on this analysis the capacity development plan shall be formulated to ensure the future capability for planning in the target area, Preah Sihanouk Province and Coastal area.

7.2 Structure of Capacity Development Plan

Capacity assessment is defined as “the collaborative works conducted among stakeholders to analyze the current problem-solving ability (capacity) on different levels (at individual, organizational, and institutional/social levels) and to analyze its transition process (capacity development) from diverse perspectives, and to share the results of the analysis among stakeholders for the purpose of formulation of capacity development strategy”. By applying this concept, stakeholders themselves can analyze what capacity needs are there to be improved, and how that capacity should be improved. Without a process of analyzing their own current capacity needs and consensus on which capacity and how it should be improved, no proposals for improvement from outside would be effective.

Therefore, the formulation of Capacity Development Plan will be done in the following procedure.

- (i) Analysis on the roles and duties of relevant government organizations regarding a) approval/disapproval and management of development projects, and b) formulation of land use plans and urban plans, and c) review and approval/disapproval of land use plans and urban plans. (Refer to Chapter 2, 2.3)

- (ii) Identification of roles and duties for MLMUPC and its provincial departments based. (Refer to Capter2, 2.3)
- (iii) A baseline survey on the current condition of roles and duties
- (iv) Identification of specific needs through workshop among officials of target departments
- (v) Evaluation of the workshop outcome compared to the baseline capacity and the result of existing taraining
- (vii) Formulation of a Capacity Development Plan

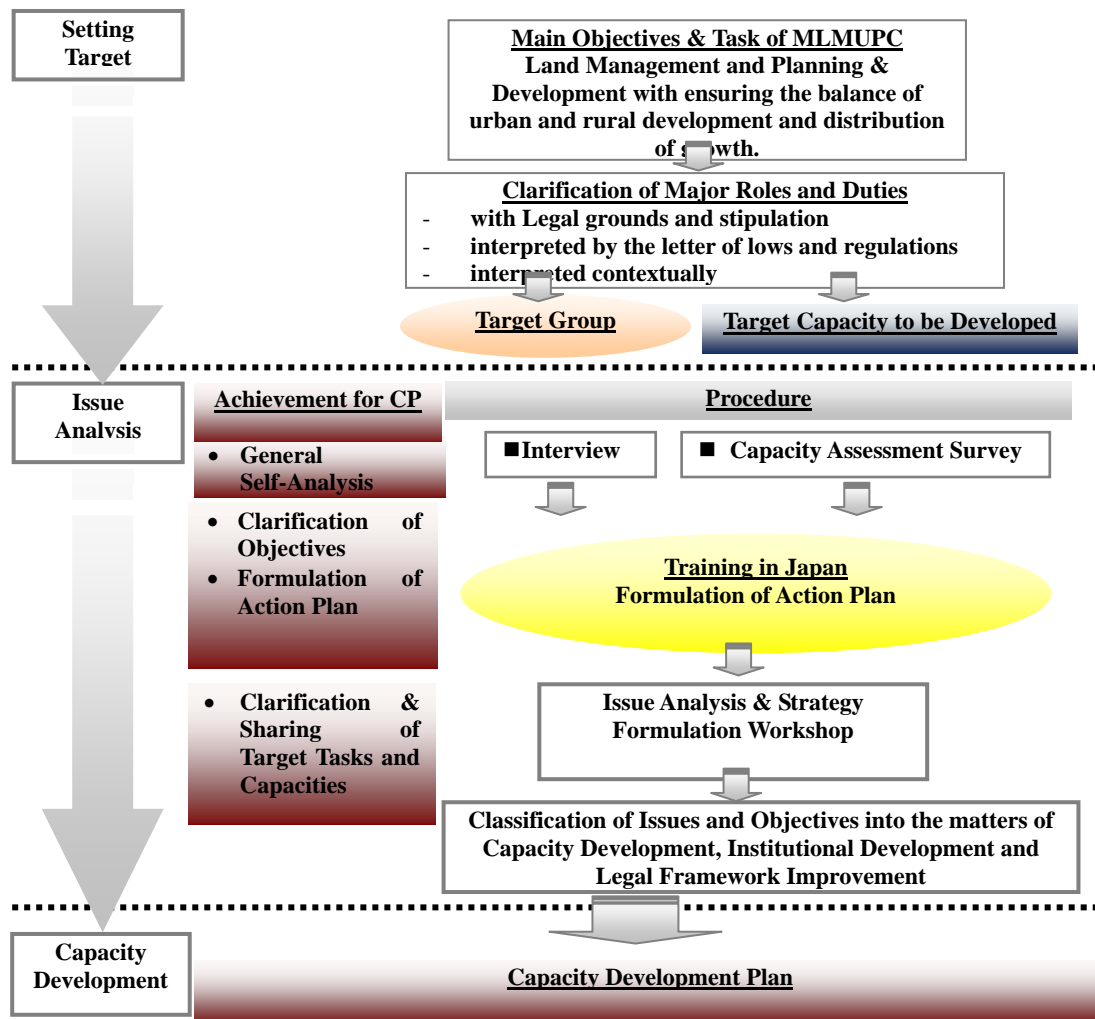


Figure 7.2.1 Formulation Procedure Flow of Capacity Development Plan

7.3 Setting the Target

7.3.1 Major Roles and Duties of MLMUPC

According to Anukret/62ANKR.BK/Jul20,99, The main mission of MLMUPC is Land Management and Planning & Development with ensuring the balance of urban and rural development and distribution of growth. For this mission the main tasks are summarized as below.

- To formulate and implement policies, plans and strategies of land management to ensure appropriate balanced and sustainable use of land and natural resources, and urban planning including master plans and specific plans to improve the social order, beauty, safety, and well being of the cities.
- To collect and analyze information and data to be able to formulate policies, planning, programs, procedures, regulations, regulations standards and measures, which related to land management and urban planning.
- To propose legislations, provisions, and regulations on urban planning.
- To advise monitor, and encourage the coherent implementation of the policies of land management and urban planning
- To monitor the impact on land management and urban planning policies resulting from inside and outside the countries investment projects.

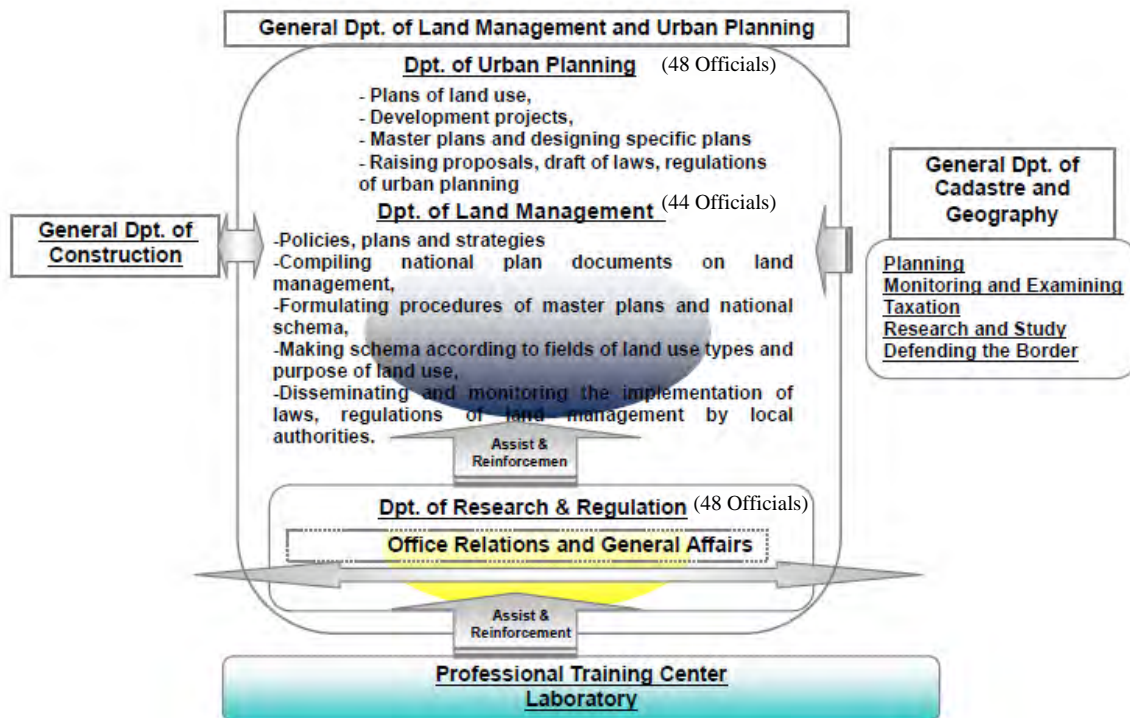


Figure 7.3.1 Major Roles and Duties of MLMUPC

7.3.2 Target of Capacity Development Plan

Based on the description of roles and duties of MLMUPC and DLMUPCC, the target of the capacity development in this Study is the departments as shown as below, which are in charge of planning and management.

- MLMUPC : General Department of Land Management and Urban Planning (GDLMUP)
 - Department of Urban Planning (DUP)
 - Department of Land Management (DLM)
 - Department of Research and Regulation (DRR)
- DLMUPCC in Preah Sihanouk Province

7.3.3 Target Capacity to be Developed

From these tasks and missions the target capacities to be developed are:

- To formulate urban and rural development plans and land management plans;
- To manage concessions and other trends and conversions of land for coherent implementation of the policies of land management and urban planning;
- To research and analyze the relevant information and data to planning and management;
- To formulate a legal framework on urban planning;
- To monitor the impact on land management and urban planning policies resulting from inside and outside the countries investment projects; and
- To create the cooperation system with other related ministries and organizations at any time.

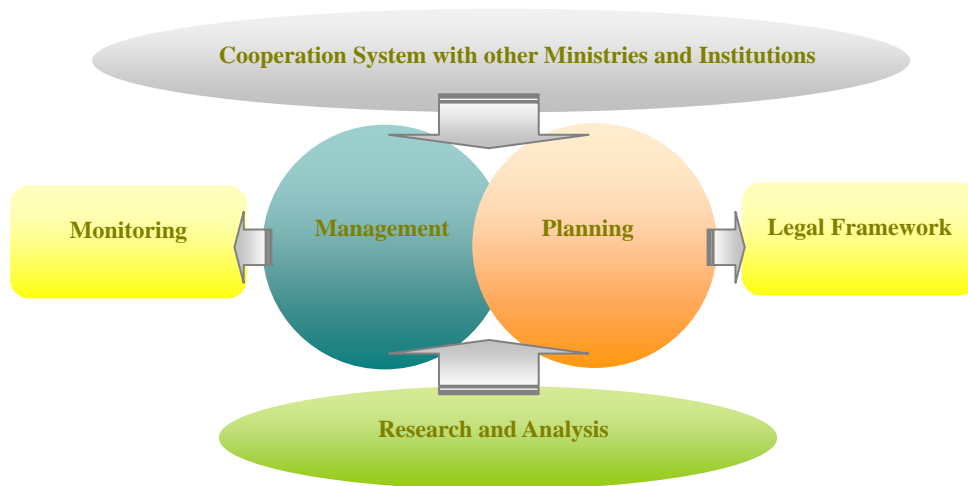


Figure 7.3.2 Target Capacity to be Developed

7.4 Problem and Constraints to Management & Planning

7.4.1 General conditions of Personnel based on the Hearing Survey

In terms of the human resource MLMUPC has issues over quality and quantity in general.

The status quo of the personnel's academic background of the personnel in national level and Preah Sihanouk Province is shown as below.

Table 7.4.1 Summary of Government Officials' status quo Middle Class, Province, City, District, Khan, Phnom Penh Capital, January 10, 2009

Central Level	= 668 persons	(Female = 122 persons)
Province and City Level	= 751 persons	(Female = 92 persons)
District and Khan Level	= 1007 persons	(Female = 97 persons)
Total	= 2424 persons	(Female = 312 persons)

Level	Male	Female	Total (persons)
Ph.D	15	1	16
Master Degree	101	6	107
Bachelor Degree	670	93	763
Medium level of Construction and other skills	186	24	210
Medium Cadastral	149	21	170
Primary Cadastral	223	18	241
Supporting Course (Cadastral and Land Management)	150	7	157
Primiliary Level (Construction and Other skills)	66	11	77
Bacc II (High School)	213	60	273
Bacc I (Secondary School)	339	71	410
Total	2,112	12	2,424

Source: MLMUPC

Table 7.4.2 Education Background of Personnel in DLMUPCC in Preah Sihanouk, March 27, 2009

Area :Technical	Civil Eng.	Engin.	Architect.	Constr.	Geography & Survey	Physics	Medical Science		Sub -Total	
No. of Personnel	5	3	3	2	11	1	1		26	
Area :Management	Land Manag. & Admi.	Public Admi.	Law	Economy	Accounting	English	Cadastre	Other	Sub -Total	Total
No. of Personnel	2	1	1	2	2	1	10	24	43	69 (F:5)

Source: DLMUPCC in Preah Sihanouk Province

The procedure of recruiting is relatively simple. The paper examination assigns to all candidates who have applied in 8 categories which are Architecture, Engineering, Planning, Survey, Administration, Law & Accounting and IT. No interview is assigned to avoid the unfairness caused by being swayed by appearances. The new officials must have the OJT for 1 year in the main office in MLMUPC in Phnom Penh. After OJT 5 new officials will be selected to work in the main office of MLMUPC in Phnom Penh and others will be assigned to Provinces. 10 to 20% of the whole candidate are college graduates or above. Main academic institutes of candidates are Royal University of Fine Art, Royal University of Agriculture, Institute of Technology of Cambodia, University of Law & Economy and Phnom Penh Royal University.

As shown above the personnel of DLMUPCC in Preah Sihanouk Province has various backgrounds. Most of the personnel end up their school career in the high school, although they keep participating the technical training and developing their skills. However, from the view point of the land management and the complicated legal aspects related to land in the status-quo, the personnel in charge of legal matters and land management and planning is not enough to implement the efficient management in terms of the ability and quantity. It causes that in the status-quo the actual planning work of Preah Sihanouk Province and other provinces are mainly conducted by the officials of the main office of MLMUPC, so that the personnel of provincial level have not enough experience and training for the integrated practical procedure of land management and planning.

The low salary with no allowance also caused the low employee retention rate of officials of Provincial level. Therefore MLMUPC started the local recruiting system two years ago in 8 Provinces including Ko kon which have the high employment separation rate in the country.¹

7.4.2 Existing Capacity Development Trainings by MLMUPC

From the interview and analysis of workshop and survey, it seems that the training center and training program are not working well.

(1) Professional Training Center

In the structure of MLMUPC, the Professional Training Center is in charge of capacity development of its staff. Roles and duties of the Professional Training Center are set as following²:

- Plan and program technical skill trainings in accordance with the Ministry policy;
- Train technical professional skills and modern technology;
- Teach data processing and information management, which relate to the fields of the Ministry, on computer systems;
- Improve the capacity of the Ministry officials;
- Propagate, educate, and advise on policies, legislation, regulations, and techniques involving land management, urban planning, construction, cadastre, and geography; and
- Cooperate with relevant institutions in advising and monitoring technical skill training in private schools regarding land management, urban planning, construction, cadastre, and geography.

However, as a present condition the Training Center does not play a responsible role as stated above. The Center does not hold training strategy and system, and annual plan and program for capacity development. They mainly organize the training workshop only after the order of department and ministry. Therefore, To develop the Training Center as the main player for capacity development of MLMUPC is crucial for integrated and sustainable capacity development for MLMUPC.

(2) Professional Training in 2008

In 2008, the Professional Training Center conducted 9 trainings with total budget of USD45,000. Outline of the conducted trainings are shown in Table 7.4.3. This Professional Training held in 2008 was highly evaluated in general. However, it is not planned as the long-term training so that it does not contribute to the sustainable capacity development.

¹ Based on the interview to the officials of MLMUPC and DMLUPCC Preah Sihanouk Province.

² Anukret/62ANKR.BK/Jul20,99 Anukret on Organization and Functioning of the Ministry of Land Management, Urbanization and Construction.

Table 7.4.3 Outline of Trainings Conducted by the Professional Training Center in 2008

No	Training	Contents	Participants	Duration	Budget
1	Land Management & Urban Planning (1 st)	1. Types of urban planning work & duties of district level officials 2. Urban problems 3. Theory & analysis on city spatial structure	61 Chiefs of Office from Districts	Aug.13-22 (10days)	USD 5,000
2	Land Management & Urban Planning (2 nd)	4. Judicial condition for land management & urban planning (comparison study, Cambodia, Japan, Korea, India, Thai, Malaysia) 5. Land Planning in urban areas 6. Land use planning of commune-district (Principles & procedure)	64 Chiefs of Office from Districts	Aug.27-Sep.5 (10days)	USD 5,000
3	Land Management & Urban Planning (3 rd)	7. District Strategic Development Plan 8. Infrastructure & land use planning 9. Urban transportation 10. Khmer home 11. Basic GIS 12. Regional planning & case studies 13. Perception on rapid growth of physical development 14. Urban environment 15. Urban economy 16. Urban social & culture	60 Chiefs of Office from Districts	Sep.10-19 (10days)	USD 5,000
4	Construction Training (1 st)	1. Life & architecture 2. Resident and comfort 3. Construction safety	61 Chiefs of Office from Districts	Apr.21-30 (10days)	USD 5,000
5	Construction Training (2 nd)	4. Experience & strengthening construction service provision 5. Development speed of construction sector (technical introduction to quality supervision of construction)	64 Chiefs of Office from Districts	May 27-Jun.6 (10days)	USD 5,000
6	Construction Training (3 rd)	6. Construction business management 7. Actions for supervision of construction sites 8. Khmer traditional decoration 9. Concept of architectural work	60 Chiefs of Office from Districts	Sep.10-19 (10days)	USD 5,000
7	Cadastre Training (1 st)	1. History of land management in Cambodia 2. Land administration, land management & land division program	61 Chiefs of Office from Districts	Oct.7-16 (10days)	USD 5,000
8	Cadastre Training (2 nd)	3. Land registration (incl. social & economic concessions, long-term lease) 4. Strengthening conservative work	64 Chiefs of Office from Districts	Nov.25-Dec.4 (10days)	USD 5,000
9	Cadastre Training (3 rd)	5. Measurement work 6. Mapping work	60 Chiefs of Office from Districts	Dec.16-25 (10days)	USD 5,000

Source: MLMUPC, JICA Study Team

7.4.3 Baseline Survey on Current Condition of Capacities as Organization (Annex 1)

A baseline survey to analyzing the current condition of capacities was conducted to the officials of 3 target departments at MLMUPC and staff of DLMUPCC (except the staff in Administration Office) in Preah Sihanouk Province by means of a questionnaire.

The questionnaire (refer to ANNEX 1) consists of 3 parts;

- Part 1 for “Capacities related to Approval/Disapproval and Management of Development Projects by Private Enterprises”,
- Part 2 for “Capacities related to Formulation of Land Use Plan and Urban Plan”, and
- Part 3 for “Capacities Related to Review and Approval/Disapproval of Land Use Plan and Urban Plan”.

Respondents were asked to choose one of the scales from 1 (never able) to 5 (always able) based on their self-evaluation on each capacity set in Table 7.4.4 Number of respondents from each departments

and response rate are shown in Table below. The questionnaire and the details of procedure and result of the survey are attached as ANNEX 1.

Table 7.4.4 Number of Respondents and Response Rate

Target Departments	Total Population	No Responded	Response Rate
Urban Planning Dept. MLMUPC	48	48	100%
Land Management Dept. MLMUPC	44	40	91%
Research & Regulation Dept. MLMUPC	48	48	100%
DLMUPCC in Preah Sihanouk Prov.	24	16	67%

(1) Survey results from MLMUPC

For each department, average scores of capacities in each Part were analyzed separately for those of the officials in higher position than Chief Office and those of the officials below that position. As lower level officials are not in charge of some of the duties related to approval or decision-making, it was expected that the scores of higher position officials are higher than those of lower position officials. Nevertheless, it turned out that above assumption was true to only Urban Planning Department. Scores of 2 departments were higher for those in lower position. This may be due to higher awareness and level of expectation towards their own capacity among the higher ranking officials compared to those in lower.

As the findings in each Part, about the capacities in Part 1 it can be said as follows,

- capacities related to construction permit are considered rather high,
- capacities related to certifying long-term lease and concessions are considered not enough,
- capacities related to information management on private development projects are considered not enough, and
- capacities are insufficient, on which “obtaining information on development projects” and “advising other organizations for not contradicting existing urban plans”.

Regarding the capacities in Part 2, it can be said as follows,

- capacities on forecasting the future demand are rather low in general, and
- capacity on participatory planning process is considered very high in both Urban Planning Department and Land Management Department.

Among capacities in Part3, officials in both Urban Planning Department and Land Management Department answered as follows

- capacity on instructing how to revise the formulated urban plans is rather high.

This capacity is essential for Cambodia to have officially approved urban plans.

(2) Survey results from DLMUPCC

The officials of province have not enough capacity to meet roles and duties of the office they belong to. As looking at 3 offices all together, the present condition of the capacity could be summarized as follows,

- capacities to control private development projects and capacities to forecast future demand for urban planning are considered not enough,
- capacity to conduct participatory planning was considered high, and

- capacity to “instruct how to revise the land use/urban plans” of Office of Land Management and Urban Planning is low.

The capacity of instruction as the third point is crucial as commune level urban plans are reviewed and approved at provincial department.

7.4.4 Analysis on Problems and Constraints by Counterpart

Based on the analysis of present condition, the analysis of problems and constraints has been conducted with participation of counterpart. The program and contents of Training in Japan has been constructed based on the result of the analysis of the present condition. Also the result of Training in Japan has been set up as the base and starting point of Workshop of Issue Finding and Action Plan for Capacity Development.

(1) Training in Japan (Annex 2)

Training in Japan has two purposes, which are to inspect the actual management system and legal aspects over urban planning policy and technique in projects, and to clarify the target tasks and capacities to be developed. Also the result will be the base for the Workshop of Issue Finding for Capacity Development by counterpart which conducted after this training. Training in Japan on Urban Legal Framework and Urban Practice had been conducted by the sincere request from CP. The schedule is attached as ANNEX 2.

(1) Objective

To study about urban legal framework and successful implementation of projects urban planning and regional development in Japan.

(2) Expected Outputs

- Knowledge about urban legal framework and practical experience of Japanese institution regarding to new urban planning and regional development;
- Identification and proposing some adjustments relating to urban legal framework for sufficient implementation of urban planning work in Cambodia; and
- Grasp the capacity to propose the appropriate new city planning and urban development for Cambodia.

(3) Activity

- Study from Japan on potential of Japanese legal framework and comprehensive urban planning work;
- Study of the process of land use planning / urban planning;
- Study of the regulation and legal framework of construction control;
- Inspection of the actual project; and
- Exchange experiences with Japanese institute on achieved project implementation successfully in Japan regarding urban legal framework and urban practice.

(4) Contents and Program

The trainees consist of 6 personnel from the central office, MLMUPC, and 4 from the provincial office, DLMUPCC of the Coastal Area, who are mainly on the practical level in

charge of decision making for practice and policy making in the ministry and provincial office. The actual roles and duties and their scale differ in detail from each other, though both party must have the thorough understanding of the other. Therefore the program on this Training in Japan consists of three levels for study and inspection which are the National level, Prefecture level, and City level. Land management and urban planning of national level had been systematically lectured by a university professor who is also accustomed to training project for officials from countries of Asia and Africa for years. In the prefecture level the program was concentrated to the management and planning of region consisting of multiple minimum government units considering agricultural promotion and environmental protection. Detail land management and urban planning had been studied in the city level considering port development, historical preservation and tourism and resort.

(5) *Examination and Action Plan by Trainees*

1) *Weakness of City planning in Cambodia*

The trainees examine the weakness of Cambodia in terms of urban and regional planning as follows, which does not show much difference from the result of the workshop.

- Budget : poor disperse system and quantitatively insufficient;
- Human resources and population effect;
- Legal frameworks and laws;
- People's awareness : still low and difficult to facilitate/coordinate;
- Low incentive of private sectors about public works and projects;
- Hard to coordinate between private interest and public interest; and
- Attention and Knowledge about city planning at city and provincial levels are still limited.

2) *What and How to apply the Japanese Methodology and System to City Planning in Cambodia*

- To make the schooling and training system for officials in various stage to gain integrated and systematically organized technique and knowledge of urban planning and land management;
- To implement urban development and management practically and carefully with good facilitation and participation;
- To construct the efficient management system of land development in Cambodia with leading by public sectors; and
- To conserve the national cultural identities with developing technologies and economies.

(2) *Workshop of Issue Finding and Strategy Formulation for Capacity Development (Annex 3)*

Based on the Training in Japan, the Workshop of Issue Finding for Capacity Development had been conducted.

(1) *Objectives*

- To find out the issues and limitations for planning and management over land use and city planning, and
- To find out the solution (strategy and concept for capacity development)

(2) *Expected Outputs*

The strategy and concept for capacity development based on Problem Analysis, Stakeholder Analysis, and Objective Analysis.

(3) *Schedule*

- The 1st WS: 9:00 to 17:00 on March 26th at the office of MLMUPC in Phnom Penh.
- Contents: Problem analysis, stakeholder analysis and objectives analysis.
- The 2nd WS : 9:00 to 17:00 on April 6th at the office of MLMUPC in Phnom Penh.
- Contents : objectives analysis.

(4) *Participants*

- 10 Personnel in MLMUPC who took part in the training in Japan.

(5) *Result of Workshop*

1) *Problem Analysis*

Main causes end up with “no budget”. However the budget issue depends mainly on the matter with little things to do with capacity of MLMUPC personnel. As the main causes for the personnel of MLMUPC, other than the budget mater, are as follows.

- Inappropriate national sectoral policy;
- Lack of public consultation and awareness;
- Low salary, low allowance and limited recruitment; and
- Lack of investment in human resource development.

Also the participants analyzed that the limited capacity to formulate urban master plan has the effect no clear direction on urban land use.

2) *Strategy and Concept of Capacity Development by CP*

Base on the above analysis and with inspiration of experiences learnt during Training in Japan previously, the following projects is proposed in this workshop:

- i) Improving the urban planning operational budget
- ii) Enhancement technical staff capacity in both quantity and quality
- iii) Increase public participation in the process of sustainable land use management and urban planning
- vi) Development of legal framework

7.4.5 Problem and Constraints to Management & Planning

(1) Human Resource

In general there are three(3) main issues can be pointed out as follows.

- Recruiting and Technical Skill of Officials
 - Only 10 to 20% of the whole candidate to be entered into MLMUPC are college graduates or above.
 - Less than 50% of officials of MLMUPC with degree of bachelor or higher degree.
 - Due to the status quo of the human resources, the actual planning work of Preah Sihanouk Province and other provinces are mainly conducted by the officials of the main office of MLMUPC, so that the personnel of provincial level have not enough experience and training for the integrated practical procedure of land management and planning.
- Low employee retention rate of officials of Provincial level due to the low salary with no allowance
 - MLMUPC started the local recruiting system two years ago in 8 Provinces including Koh kong which have the high employment separation rate in the country.
- Training System
 - Though the Professional Training held in 2008 was highly evaluated in general, it is not planned as the long-term training so that it was not efficient enough for sustainable and organized capacity develop.
 - The Professional Training Center is in charge of capacity development of its staff. However, the training center does not hold the permanent and stable program and trainers for sustainable training and capacity development.

(2) Budgeting System for Planning

The administration for urban planning is still insufficient, typically shown in the fact that there is no officially approved urban master plan under the Law yet. The first land use plan to be approved is on the way of approval in early 2010 which had been put on the procedure of approval in 2006. It took 4 years to be approved, which also shows an issue in the approval and budget distribution procedure. Once MLMUPC starts to plan a land use or urban plan, the budget are distributed on the result base on each short stage and category, instead the whole budget is distributed in advance. It makes them difficult to pursue their own task and get the approval in appropriate stage.³ The lack of approved plan and an actual prolonged procedure of the approval and limited budget distribution hinder the day to day administration for construction permit and implementation of urban planning projects.

(3) Management System over Land

Figure 7.4.7 shows the issues of land which are the regulations and zonings of which other ministries and institutions are in charge of setting. As showed in this figure, there are several core issues concerning the land management and planning that need to be controlled. In the Development/Investment Management sector there are three kinds of concessions, Economic Land Concession, Social Concession and Use Development or Exploitation Concession⁴, and two kinds of

³ Based on the interview to the officials of MLMUPC and DMLUPCC Preah Sihanouk Province .

⁴ Law on Concession,

land lease which are long-term and short-term. In the Environmental Management sector MOE set up the eight Protected Areas which are National Park, Wildlife Sanctuary, Protected Landscape, Multiple Use Area, Ramsar Site, Biosphere Reserve, Natural Heritage Site and Marine Park. Each protected area has four zones which are Core zone, Conservation zone, Sustainable zone and Community zone. In these four zones development and investment activities are strictly prohibited in Core zone and Conservation zone.⁵ Also in the Habitation / Livelihood Management sector there are policies and plans of other ministries, institutions and organizations like Commune Land Use Plan, Natural Resource Management and Livelihood Program.

MLMUPC and DMLMUPCC are expected to be able to manage all these issues and matters related to the land and planning. Nonetheless, a fully workable management system to control the land issue has not been constructed. MLMUPC has no right to regulate or manage over the issuance of concessions and transference of the land use type. Also the Protected Areas have not been identified clearly. MLMUPC issues the construction permission. There are three prohibited zones, Agriculture, Forestry and Mining, which are not allowed to be issued the permission. These zoning should be planned by each municipalities and provinces to get the approval by NCLM.⁶ However, these zoning has not determined.

(4) Cooperation System with Other Related Ministries and Organizations

An effective and efficient cooperative system among organizations including MLMUPC is essential to formulate the land use / urban planning. MLMUPC has prepared the “Urban Land Use Planning Guideline for Cambodia” in 2007. This guideline sets the required contents and procedure to formulate the land use / urban plans. In this guideline the organizations which are related and should be cooperate together has been picked up and the task has been identified. However, there is no stable plan or methodology to conduct the cooperation system with other ministries and officials.

For more sufficient implementation of cooperation system with other organizations institutions, the Coastal Area Development Coordination Board is proposed in the Study. (See Chapter 6 of Book I)

Table 7.4.5 Problem and Constraints to Management & Planning

Problem and Constraints	
Constraint 1: Human resource : Technical capacity of personnel for planning, management and legislation	<ul style="list-style-type: none"> - Only 10 to 20% of the whole candidate to be entered into MLMUPC are college graduates or above. - Less than 50% of officials of MLMUPC with degree of bachelor or higher degree - Due to the status quo of the human resources, the actual planning work of Preah Sihanouk Province and other provinces are mainly conducted by the officials of the main office of MLMUPC, so that the personnel of provincial level have not enough experience and training for the integrated practical procedure of land management and planning - Low employee retention rate of officials of Provincial level due to the low salary with no allowance => MLMUPC started the local recruiting system two years ago in 8 Provinces including Koh kong which have the high employment separation rate in the country. - Though the Professional Training held in 2008 was highly evaluated in general, it is not planned as the long-term training so that it does not contribute to the sustainable capacity development. - The Professional Training Center is in charge of capacity development of its staff. However, the training center does not hold the permanent and stable program and trainers for sustainable training and capacity development.
Constraint 2: Budgeting system for planning	<ul style="list-style-type: none"> - Budget are distributed on the result base on each short stage and category on the process of planning, instead the whole budget is distributed in advance. It makes them difficult to pursue their own task and get the approval in appropriate stage. => It caused the time consuming procedure to end up that there is no plan which has been

⁵ Protected Area Law, Feb., 2008

⁶ Anukret on Construction Permit, Anuklet 86 ANK/Dec.19,1997

	approved.
Constraint 3: Management system over land	- MLMUPC and DMLMUPCC are expected to be able to manage all issues and matters related to the land and planning. Nonetheless, a fully workable management system to control the land issue has not been constructed. MLMUPC has no right to regulate or manage over the issuance of concessions and transference of the land use type. (Refer to Figure S7.02)
Constraint 4: Efficient cooperation system with other related ministries and organizations	- Although MLMUPC have been devoted to conduct the cooperation system with other ministries and officials, however, there is no stable plan or methodology.

7.5 Capacity Development Plan

Based on the Analysis over Problems and Constraints, Capacity Development Plan has been formulated.

7.5.1 General Strategy for Capacity Development

The general strategy for capacity development is proposed as below. In the situation of Cambodia the capacity development plan should put the strength on the management & administration ability as well as the technical training for the each personnel. The system to improve the three categories at the same time and continuously is recommended.

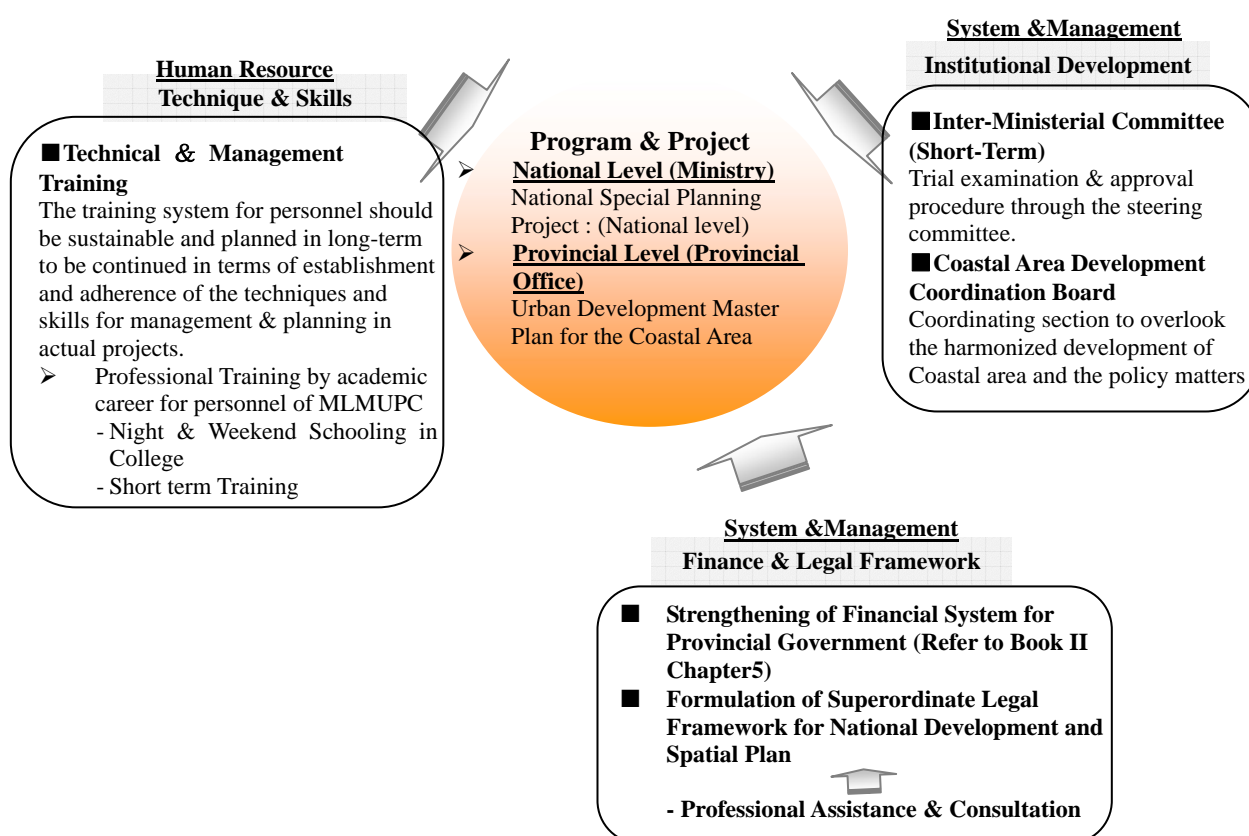


Figure 7.5.1 General Strategy for Capacity Development

7.5.2 Institutional Development

Several ministries and institutions are in charge of setting the regulations and zonings. To settle the approval system, not only to develop planning and management system, efficient cooperation system with other related ministries and organizations are crucial. For this purpose in this Study one scheme has been conducted and one scheme will be proposed.

(1) Inter-Ministerial Committee

As stated previously, the lack of approved plan hinders the improvement of land management and planning, as well as the day to day administration for construction permit and implementation of urban planning projects. This scheme is let the steering committee of this Study have the function to implement the approval procedure of plans and projects to have the first approved master plan in Cambodia. The steering committee has been conducted inviting the related ministries and institutions, and well discussed the issue from various positions. To continue and improve this function, the next scheme has been proposed, which is stated in Chapter 6.

(2) Coastal Area Program Coordination Body (CAPCB)

Refer to Chapter 5 in Book II.

7.5.3 Development for Management System

(1) Training in Japan

Refer 7.4.1.

(2) Long Term Assistant and Consulting in the Planning Project

Long Term Assistant and Consulting, especially in charge of Urban Planning Law, is proposed to be assigned to lay a legal groundwork. To improve the effect, the professional has been recommended to take part in the priority project to work with counterpart also from the view point of human resource development.

7.5.4 Technical and Management Capacity of Personnel

(1) Technical & Management Training

The fact that only 36% of personnel of MLMUPC has received the appropriately higher technical education of indispensable major for MLMUPC's duty shows that the training which is appropriate to officials' background. The Training Center will take the main role to be responsible to the continuous and sustainable capacity development for the personnel in terms of the technical and management ability with the tight cooperation of academic institutes. The capacity development of the technical and management training for the each personnel must be continuous and sustainable in long-term with the schedule of night and weekend schooling. To improve the effect, the training and schooling has been recommended to implement through the priority project. The Syllabus and the time schedule is proposed for the future consideration. (Figure 7.5.3) Also for human resource development in future, the Establishment Project of "National Technical High School in the Coastal Area" has been proposed.

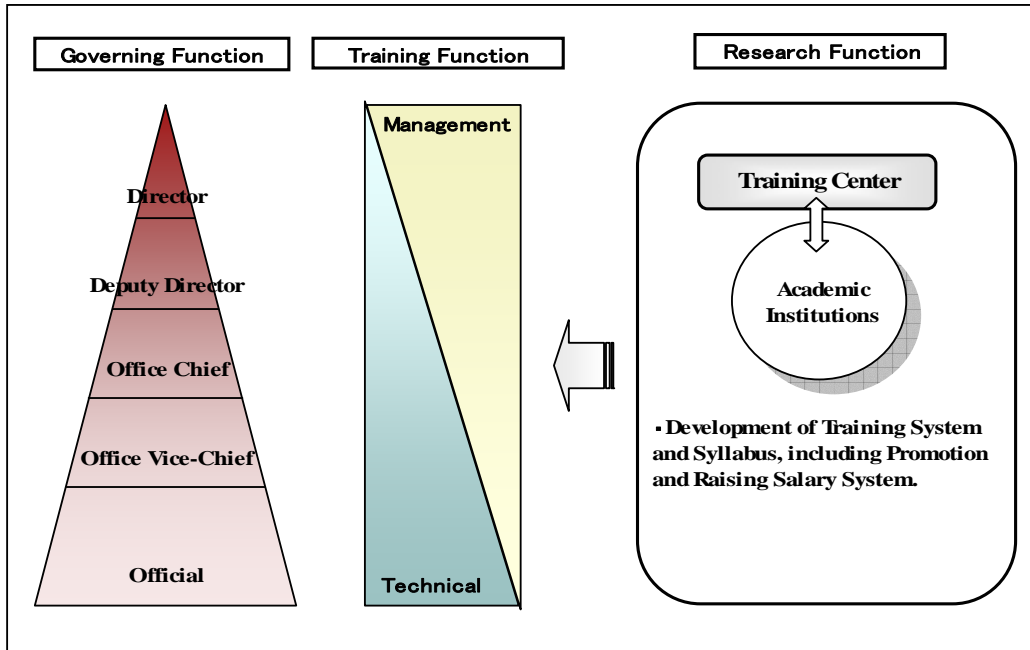


Figure 7.5.2 General Strategy of Capacity Development for personnel

(2) Integrated Capacity development

For the best effect of capacity development, training and schooling will be conducted along with the proposed priority projects as stated below. (Refer to Book II Chapter 5)

1) *Project*

- UD-01 National Spatial Grand Design :Land Use Planning Project
- UD-02 Urban Development Master Plan for the Coastal Area

2) *Professional Technical and Management Training by academic career for personnel of MLMUPC*

The training system for personnel should be sustainable and planned in long-term to be continued in terms of establishment and adherence of the techniques and skills for management & planning in actual projects.

- Night & Weekend Schooling in College
- Short term Training

2) *Purpose*

To provide the early education of technical profession in the integrated junior and senior high school system to produce the young professionals with a certain level of technique who are going to play a main role in the provincial office.

3) *Contents*

- Integrated junior and senior high school system with dormitory facilities

- Departments and Subjects:

Architecture, Civil Engineering, Environmental Technology, Agricultural Science & Engineering, Forestry Science & Technology, Mechanical Engineering, Electric Engineering, Information Engineering, and other necessary professions

- Applied majors (including Urban Planning) in high school level

- Others : English and French, Business Basic, and other liberal arts as requirement

- Study in Japan System for selected students in national technical high school and college in Japan

ANNEX: Capacity Development Planning

1. Baseline Survey on the Current Condition of Capacities as Organization

A baseline survey aimed at analyzing the current condition of capacities was conducted to the officials of 3 target departments at MLMUPC and staff of DLMUPCC (except the staff in Administration Office) in Preah Sihanouk Province by means of a questionnaire. The questionnaire consists of 3 parts; Part 1 for “Capacities related to Approval/Disapproval and Management of Development Projects by Private Enterprises”, Part 2 for “Capacities related to Formulation of Land Use Plan and Urban Plan”, and Part 3 for “Part 3: Capacities Related to Review and Approval/Disapproval of Land Use Plan and Urban Plan”. Respondents were asked to choose one of the scales from 1 (never able) to 5 (always able) based on their self-evaluation on each capacity set in Table 7.A.1. Number of respondents from each departments and response rate are shown in Table below.

Table 7.A.1 Number of Respondents and Response Rate

Target Departments	Total Population	No Responded	Response Rate
Urban Planning Dept. MLMUPC	48	48	100%
Land Management Dept. MLMUPC	44	40	91%
Research & Regulation Dept. MLMUPC	48	48	100%
DLMUPCC in Preah Sihanouk Prov.	24	16	67%

Capacity Baseline Survey : Questionnaire

Japan International Cooperation Agency (JICA) launches the “Study on National Integrated Strategy of Coastal Area and Master Plan of Preah Sihanouk for Sustainable Development” in response to the request of the Royal Government of Cambodia. In this Study, formulation of Capacity Development Plan is one of the outcomes. The objectives of the Capacity Development Plan are as following.

- (1) To develop the capacity on approval/disapproval and management of development projects by private enterprises, considering the balance of economic development and environmental conservation
- (2) To develop the capacity on formulation of land use plan and urban plan
- (3) To develop capacity on review and approval/disapproval of formulated land use plan and urban plan

In connection with this, the JICA Study Team would like to conduct a baseline survey on the present capacities related to the above mentioned objectives. Your kind cooperation on the following questionnaire would be highly appreciated.

Please choose your organization.		
1. MLMUPC, Dept of Urban Planning	2. MLMUPC, Dept of Land Management	3. MLMUPC, Dept of Research & Regulation
4. DLMUPC, Land Management & Urban Planning Office	5. DLMUPC, Construction Office	6. DLMUPC, Topography Office
Please choose your position.		
1. Director	2. Deputy Director	3. Chief Office
4. Vice Chief Office	5. Staff	

Part 1: Capacities related to Approval/Disapproval and Management of Development Projects by Private Enterprises					
Question 1: Please circle the scale (1 to 5) that fits the most to your personal ability on the following capacities based on your self-evaluation.	1 Never able/never tried	2 Hardly able	3 Sometimes able	4 Mostly able	5 Always able
1. To issue a construction permit based on the Sub-Decree on Construction Permit	1	2	3	4	5
2. To issue a construction permit in accordance with existing land use/urban plan	1	2	3	4	5
3. To issue a “Certificate of long-term lease” and a “Certificate of economic land concession” based on the Sub-Decree on the Mortgage and Transfer of the Rights over a Long-Term Lease or and Economic Land Concession	1	2	3	4	5
4. To issue a “Certificate of long-term lease” and a “Certificate of economic land concession” in accordance with existing land use/urban plan	1	2	3	4	5
5. To obtain necessary information and data from CDC, MEF and other government organizations	1	2	3	4	5
6. To advise CDC, MEF and other government organizations so that new development projects will not contradict with existing land use/urban plans	1	2	3	4	5
Part 2: Capacities related to Formulation of Land Use Plan and Urban Plan					
Question 2: Please circle the scale (1 to 5) that fits the most to your personal ability on the following capacities based on your self-evaluation.	1 Never able/never tried	2 Hardly able	3 Someti mes able	4 Mostly able	5 Always able
1. To identify development issues based on basic study on current land use and urbanization condition and existing potentials	1	2	3	4	5
2. To define the vision of future development	1	2	3	4	5
3. To set framework for future population, industries, and land use	1	2	3	4	5
4. To forecast the future demand on transportation	1	2	3	4	5
5. To forecast the future demand on electricity	1	2	3	4	5
6. To forecast the future demand on water supply and sewerage	1	2	3	4	5
7. To forecast the future demand on solid waste/waste water site	1	2	3	4	5
8. To develop land use plan	1	2	3	4	5
9. To utilize GIS as a tool for land use planning and monitoring	1	2	3	4	5
10. To develop implementation plan and action plan for realization	1	2	3	4	5
11. To conduct participatory planning process	1	2	3	4	5

Part 3: Capacities Related to Review and Approval/Disapproval of Land Use Plan and Urban Plan					
Question 3: Please circle the scale (1 to 5) that fits the most to your personal ability on the following capacities based on your self-evaluation.	1 Never able/never tried	2 Hardly able	3 Someti mes able	4 Mostly able	5 Always able
1. To review the formulated plans to check all required documents are submitted and all required data and contents are written	1	2	3	4	5
2. To review the formulated plans so that they are not contradict with National Development Plan and existing protected area	1	2	3	4	5
3. To instruct how to revise the land use/urban plans when necessary	1	2	3	4	5

Thank you for your cooperation. The result of this baseline survey will be shared with you in the workshop to identify and to have consensus on which capacities and how the capacities should be improved.

(2) *Survey Results*

i) *Survey results from MLMUPC*

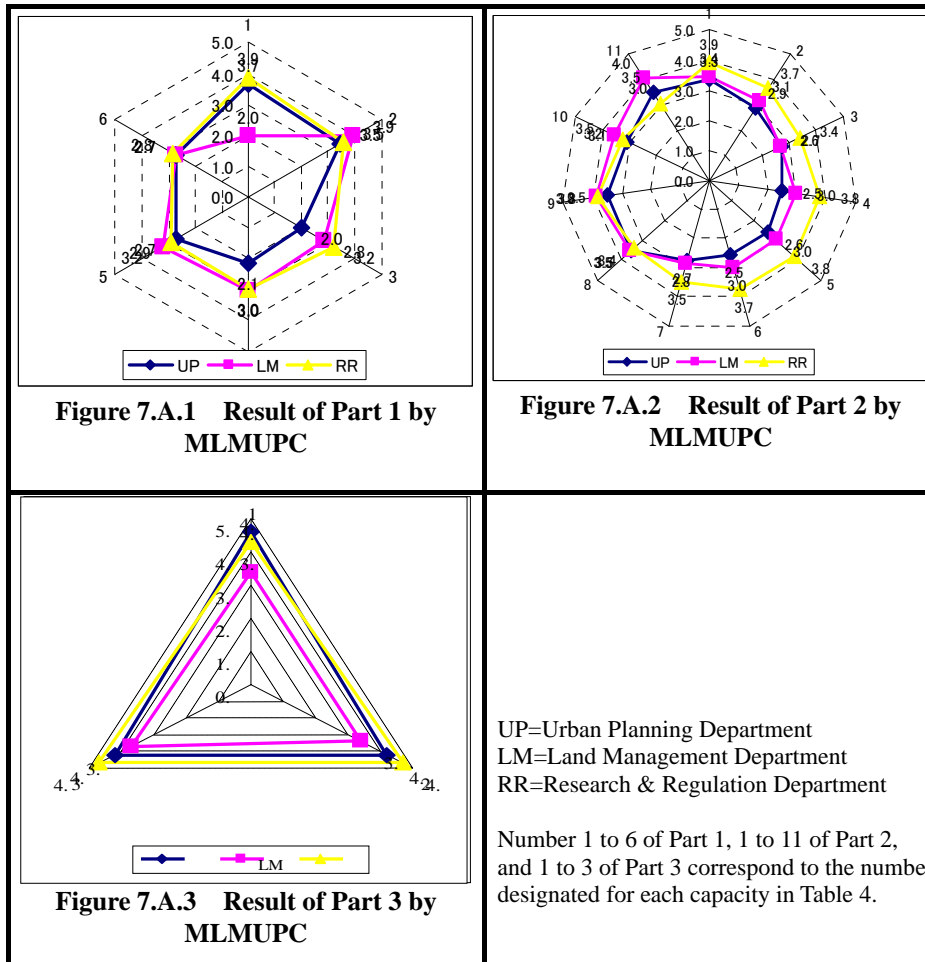
Figures below show the result of self-evaluation of the capacities by officials of MLMUPC.

It was found out that among the capacities in Part 1, namely those related to construction permit are considered rather high, while capacities related to certifying long-term lease and concessions and capacities related to information management on private development projects are considered not enough. Even the officials at Research and Regulation Department which is in charge of monitoring the impact of development projects on land use and urban plans considered their capacity on “obtaining information on development projects” as 2.9, and capacity on “advising other organizations for not contradicting existing urban plans” as only 2.8.

Regarding the capacities in Part 2, officials in both Urban Planning Department and Land Management Department considered their capacities on forecasting the future demand (No 3 through 7) are rather low. It was revealed that capacity on participatory planning process is considered very high in both departments, and it can be said that their awareness on participatory planning is high.

Among capacities in Part3, officials in both Urban Planning Department and Land Management Department answered their capacity on instructing how to revise the formulated urban plans is rather high. This capacity is essential for Cambodia to have officially approved urban plans.

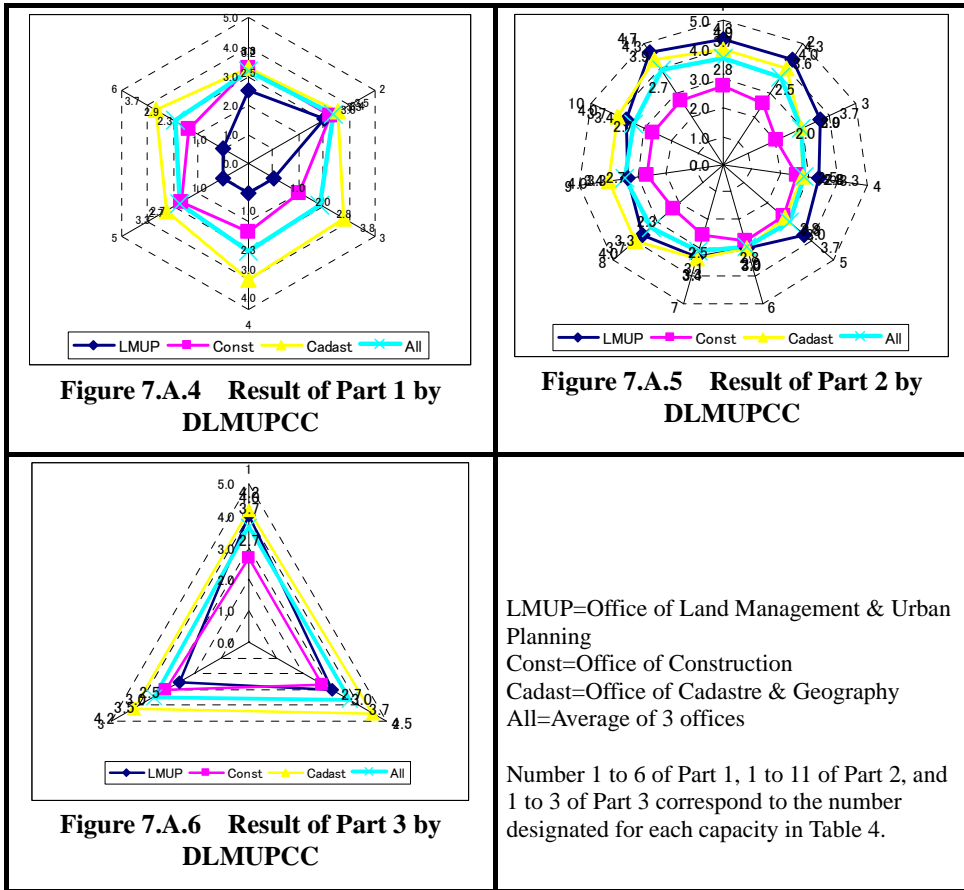
For each department, average scores of capacities in each Part were analyzed separately for those of the officials in higher position than Chief Office and those of the officials below that position. As lower level officials are not in charge of some of the duties related to approval or decision-making, it was expected that the scores of higher position officials are higher than those of lower position officials. Nevertheless, it turned out that above assumption was true to only Urban Planning Department. Scores of 2 departments were higher for those in lower position. This may be due to higher awareness and level of expectation towards their own capacity among the higher ranking officials compared to those in lower.



ii) *Survey results from DLMUPCC*

Figures below show the result of self-evaluation of the capacities by officials of DLMUPCC in Preah Sihanouk Province.

Officials in Office of Land Management and Urban Planning consider their capacities in Part 2 to be rather high compared to capacities in Part 1, and officials in Office of Construction consider their capacities in Part 1 to be rather high compared to capacities in Part 2.
Clarification & Sharing



As commune level urban plans are reviewed and approved at provincial department, capacities of Part 3 is very important. However, the score of capacity to “instruct how to revise the land use/urban plans” of Office of Land Management and Urban Planning is low at 2.5.

2. Schedule of Training in Japan

No.	M/D	Day	AM/PM	Contents & Purpose	Place to visit
1	2/15	Mon.			(Cambodia -> Bangkok ->)
	2/16	Tue.			Arrival (Narita -> Yokohama)
2	2/17	Wed.	AM	■Orientation	JICA Yokohama
			AM/PM	■Lecture & Inspection: Urban Planning & Land Management System in Local Government in Japan (Control over Urbanization and Agricultural Area)	Saitama Prefecture
3	2/18	Thi.	AM	■Lecture: National Land Management Policy & System and Construction Managemnet and Organization in Japan	Prof. Mizuo Kishita (Mesei University)
			PM	■Lecture: Urban Planning & Land Management System and Construction Managemnet and Organization in Japan	Prof. Mizuo Kishita (Mesei University)
4	2/19	Fri.	AM	■Lecture & Inspection: Urban Planning & Land Management System in Regional development in Japan (MM21 Project)	Urban Renaissance Agency
			PM	■Lecture & Inspection: Urban Planning & Land Management System in Regional development in Japan (Kohoku Newtown Project)	Urban Renaissance Agency
5	2/20	Sat.			
6	2/21	Sun.			
7	2/22	Mon.	AM	■Lecture & Inspection: Urban Planning & Land Management System in Local Government in Japan (Control over Urbanization, Enmvironmental Conservation Area)	Yamanashi Prefecture
			PM		
8	2/23	Tue.	AM	■Lecture & Inspection: Urban Planning & Land Management System in Local City in Japan (including Local International Port Development)	Yokohama City
			PM	■Lecture & Inspection: Urban Planning & Land Management System in Local City in Japan (Control over Urbanization, Enmvironmental Conservation Area, Histrical Site and Tourism)	Kamakura City
9	2/24	Wed.	AM	■Lecture & Inspection: Urban Planning & Land Management System in Local City in Japan (including Local International Port Development & Logistics)	(Traveling: Yokohama->Fukuoka)
			PM		Fukuoka City
10	2/25	Tir.	AM	■Lecture & Inspection: Urban Planning & Land Management System in Local City in Japan (including Local International Port Development)	Fukuoka City
			PM	(Traveling: Fukuoka->Tokyo)	
11	2/26	Fri.		Reporting & Evaluation	JICA Tokyo
12	2/27	Sat.			Departure

3. Workshop of Issue Finding and Strategy Formulation for Capacity Development

Based on the Training in Japan, the Workshop of Issue Finding for Capacity Development had been conducted.

(1) Objectives

- To find out the issues and limitations for planning and management over land use and city planning, and

- To find out the solution (strategy and concept for capacity development)

(2) *Expected Outputs*

The strategy and concept for capacity development based on Problem Analysis, Stakeholder Analysis, and Objective Analysis.

(3) Schedule

- The 1st WS: 9:00 to 17:00 on March 26th at the office of MLMUPC in Phnom Penh.
 - Contents: Problem analysis, stakeholder analysis and objectives analysis.
- The 2nd WS : 9:00 to 17:00 on April 6th at the office of MLMUPC in Phnom Penh.
 - Contents : objectives analysis..

(4) Participants

- 10 Personnel in MLMUPC who took part in the training in Japan.

(5) Result of Workshop

1) *Problem analysis*

Problem analysis involves identifying what the main problems are and establishing the cause and effect relationships between these problems. The key purpose of this analysis is to try and ensure the 'root causes' to be identified and subsequently addressed in the project design, not just the symptoms of the problems.

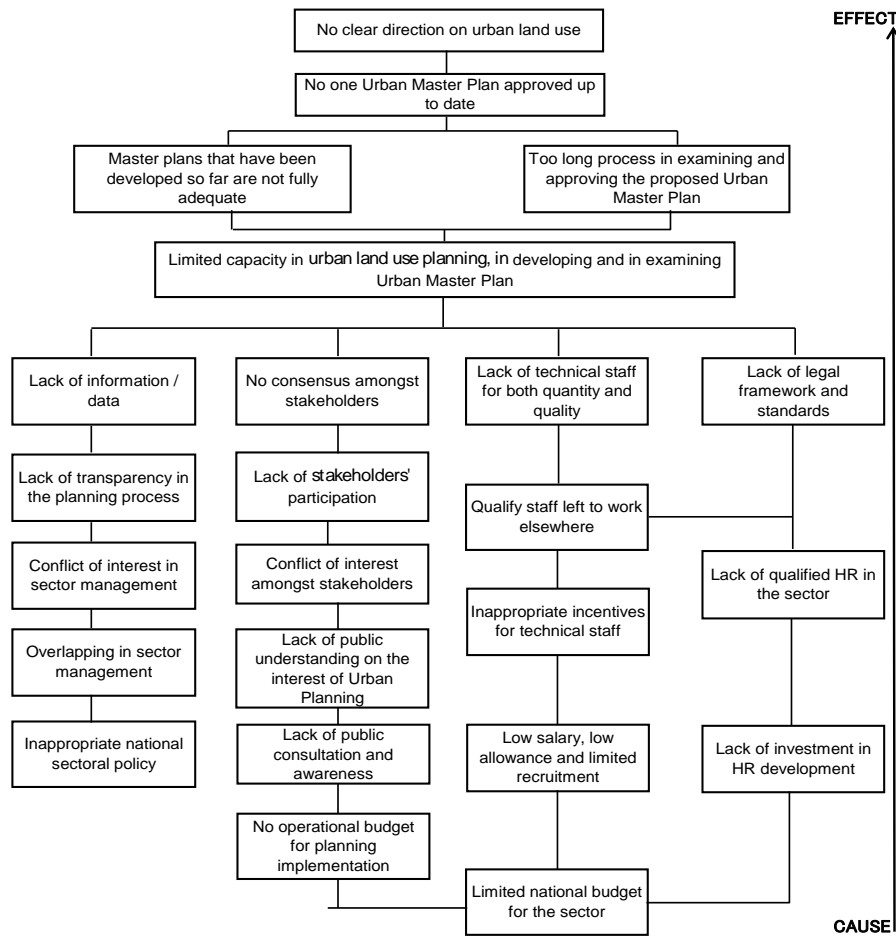


Figure7.A.7 Problem Analysis Tree of MLMUPC

Main causes end up with “no budget”. However the budget issue depends mainly on the matter with little things to do with capacity of MLMUPC personnel as mentioned in 7.4.4. As the main causes for the personnel of MLMUPC, other than the budget mater, are as follows.

- Inappropriate national sectoral policy;
- Lack of public consultation and awareness;
- Low salary, low allowance and limited recruitment; and
- Lack of investment in human resource development.

Also the participants analyzed that the limited capacity to formulate urban master plan has the effect no clear direction on urban land use.

2) *Stakeholder analysis*

Having identified the main problems and the cause and effect relationship between them, it is then important to give further consideration to whom these problems actually impact on most, and what roles and interests of different stakeholders might be in addressing the problems and

reaching solutions. Therefore stakeholder analysis is about asking the questions as “Whose problem” and “Who will benefit?”

The main purposes of stakeholder analysis are:

- To identify distributional and social impacts of projects, programs and policies; and
- To identify existing or potential conflicts and factors to be appropriately mitigated into activity design and strategy.

The main steps in stakeholder analysis include:

- Identifying the principal stakeholders;
- Investigating their roles, interests, relative power and capacity to participate;
- Identifying the extent of cooperation or conflict in the relationship between stakeholders; and
- Interpreting the findings of the analysis and defining how this should be incorporated into project design.

Table 7.A.2 Stakeholder Analysis of MLMUPC

Stakeholder	How affected by Urban Planning process	Capacity / motivation to participate in Urban Planning	Relation ship with other stakeholders
Technical working group of the MLMUPC	- No operational budget to conduct study and meeting in the planning process *- Lack of qualified staff in doing the planning	One of the main responsible bodies	Support provincial committee, district and city working group in initiating and developing urban master plan and in land use management.
Provincial committee, district and city working group	- Difficult to get information and consensus from land owners and different authorities in charge of land management *- No operational budget and lack of technical staff (both quantity and quality)	Main implementing bodies	Collaborate with all stakeholders in the consultation, communication, information and awareness within the urban planning process.
Investor	- Economic driven leading to conflict of interest in sustainable land use planning *- Depending on business options, sustainable land use planning can be a favorable factor	Base on legal framework, awareness raising and their understanding on sustainable land use and land management	Collaborate with authorities in charge of land use planning and management in providing information and consultation
Individual land owners	- Some, due to economic driven and other personal interests leading to conflict of interest in sustainable land use planning *- Sustainable land use planning can be a favorable factor for some others	Base on legal framework, awareness raising and their understanding on sustainable land use and land management	Collaborate with authorities in charge of land use planning and management in providing information and consultation
Community based organization and NGO	Community's interest oriented, come to conflict when sustainable land use planning do not show short term interest for community	Awareness raising and clear justification for planning for the future community and public interest	Collaborate with authorities in charge of land use planning and management in providing information and consultation

3) Objectives Analysis

While the problem tree shows the cause and effect relationship between problems, the objective tree shows the means - end relationship between objectives.

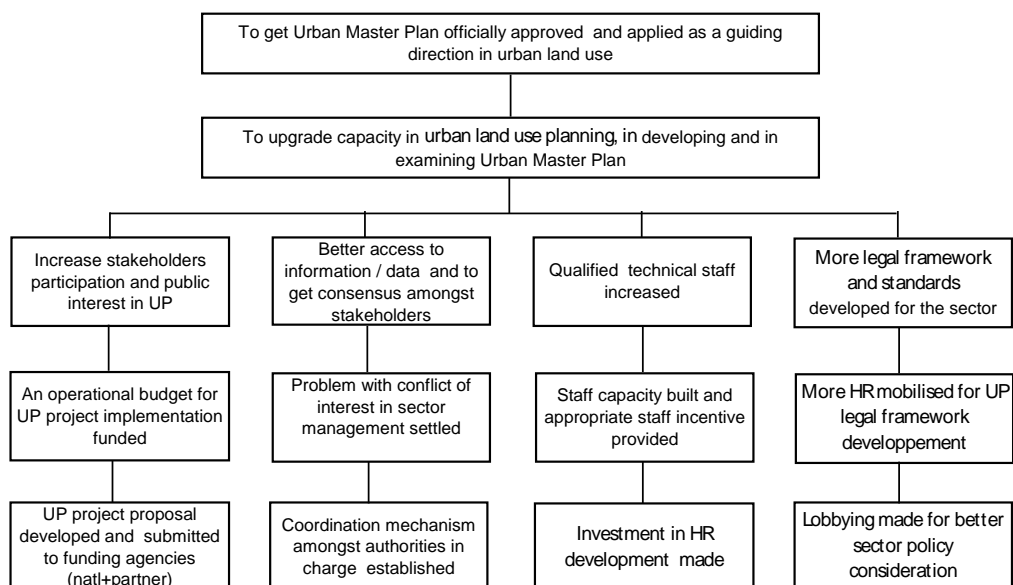


Figure7.A.8 Objective Analysis of MLMUPC

4) Project selection

Base on the above analysis and with inspiration of experiences learnt during Training in Japan previously, the following projects is proposed in this workshop:

i) Improving the Urban Planning Operational Budget

- Financial mobilization from land owner through a model sustainable urban development project;
- Proposing a special local tax for sustainable city planning;
- Long term concession ban for city planning;
- Creation of national budget line for urban planning operation; and
- Pilot project of development in cooperation with development partners.

ii) Enhancement the Technical Staff Capacity in both quantity and quality

- Strengthen the capacity of current existing staff through short course training and study visit, providing scholarship for long term training (certificate training);
- Recruitment of more qualified staff; and
- Strengthening the capacity of existing training centers and university in charge of building the human resource in the field of Land Management and Urban Planning.

iii) Increase public participation in the process of sustainable land use management and urban planning

- Integration of general knowledge on urban planning into general education system;
- Development of a pilot or model project on sustainable urban planning and implementation; and
- Raising the public awareness on long term interest in LMUPC legal framework through mass media: poster, News paper, TV, Radio.

vi) Legal Framework Development

- Lobbying for support in developing of missing legal framework related to sustainable land use management, urban planning and construction (e.g. land readjustment law, standard and etc).

CHAPTER 8: PUBLIC CONSULTATION

8.1 Public Consultation in Cambodia

In Cambodia, the country has introduced the bottom-up approach, called Public Consultation into any development planning. For example, as for provincial development plan, each province prepares development plans based on the public consultation at village, commune, district and provincial levels in conjunction with the relevant line ministries¹. The Public Consultation process is shown in the figure below:

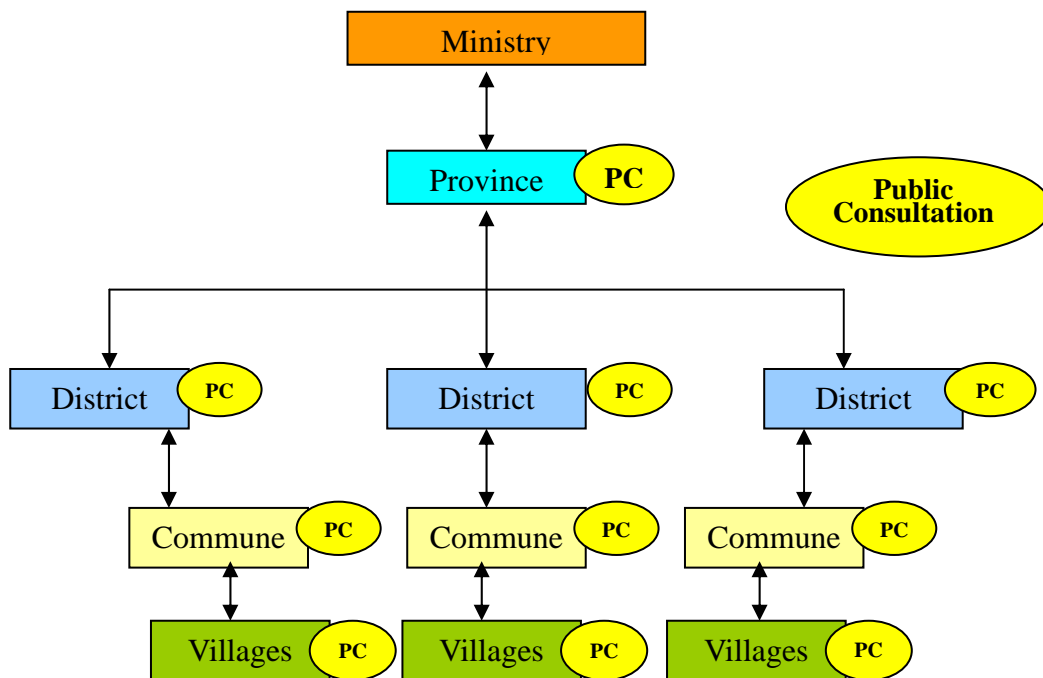


Figure 8.1.1 Bottom-up Approach of Planning based on Public Consultations in Cambodia

In Cambodia, public consultation is held based on stakeholder meetings.

¹ Based on the hearing of provincial governments by the JICA Study Team.

8.2 Stakeholder Meeting (SHM)

(1) Stakeholder Meeting in the JICA projects

As in the case of JICA projects, as well as in that of Cambodia, in principle, project proponents etc. consult with local stakeholders through means that induce broad public participation to a reasonable extent, in order to take into consideration the environmental and social factors in a way that is most suitable to local situations, and in order to reach an appropriate consensus. JICA assists project proponents etc. by implementing cooperation projects as needed.

In an early stage of cooperation projects, JICA holds discussions with project proponents etc. and the two parties reach a consensus on frameworks for consultation with local stakeholders. In order to have meaningful meetings, JICA encourages project proponents etc. to publicize in advance that they plan to consult with local stakeholders, with particular attention to directly affected people.

(2) Stakeholder Analysis

Stakeholder analysis is the identification of a project's key stakeholders, the assessment of their interests, and considerations of the ways in which these interests affect the project's riskiness and viability. The stakeholders in the Study identified based on the both Cambodian and JICA definition.

In this Study, based on the discussion between Study Team and C/P, stakeholders are distinguished in the following five categories as potential participants related to public participation²;

Government officers (National and Local)

They possess power and have a stake or large interests in the issue. The representatives of provincial government, district government including sometimes business people are included in this group, because they hold the power and incentive for their development interventions in a sustainable way. They have to prepare alternative plans and programs and/or mitigation measures of negative impact of interventions based on the opinions of these people.

Community group

They are representatives of communities including communes and villages, because they may be most affected by development interventions. They do not have a power to change the contents of development plans; however, they have to be involved in stakeholder meetings in order for them to have their ownership and responsibility.

Interest groups, such as NGO/CBOs:

These groups and individuals are affected by the issue but have no power to influence the debate. The representative of NGOs and CBOs always provide technical and incentive support for communities in development interventions.

Business/developers:

These groups and individuals have interests in development intervention and will/may be implementer of the projects. Thus these groups can be stakeholders which might influence the development intervention significantly.

² Van Asselt et al, 2001

Scientific experts:

These groups have some power but are unaffected themselves. These groups such as researchers are engaged in the debate and are sometimes referred to as “external” stakeholders”. The representative of the scientific groups includes Coastal Resource Centre, etc, because, in order to prepare good policy and plans, development interventions from them are needed for sustainable development.

The Stakeholder Meeting is a very important opportunity for all the stakeholders to discuss each group’s interest in JICA development intervention in the Study and make the development activities meaningful and sustainable.

(2) Schedule of the Stakeholder Meetings

The main objectives of the JICA Study are to formulate the national integrated strategy of coastal area (Preah Sihanouk, Koh Kong, Kampot and Kep Provinces) and prepare urban development master plan of Sihanouk-ville and Kampot urban areas targeting at the year 2030.

The main objectives of stakeholder meeting/public consultations in the JICA project are;

- Presentation and discussion among stakeholders the findings and overall visions on regional development in coastal area by Study Team,
- Presentation and discussion among stakeholders the national integrated strategy of coastal area that has been prepared by Study Team, and
- Presentation and discussion, among stakeholders, Master Plan in Sihanouk-ville and strategic urban planning strategy in Kampot urban by Study Team,

In order to achieve above objective, the planned timing of SHMs will be as follows;

Table 8.2.1 Planned Timing of SHMs

SHM	Place	Timing	Contents to be discussed in the SHM
1 st SHM:	SHV, Koh Kong, Kampot, Kep	September 2009	Presentation and discussion of findings of the study and overall visions on regional development in coastal area by the Study Team
2 nd SHM	SHV, Koh Kong, Kampot, Kep	December 2009	Presentation and discussion of findings of the national integrated strategy of coastal area that has been prepared by the Study Team
3 rd SHM	SHV, Kampot	May 2010	Presentation and discussion of M/P of Sihanouk-ville and strategic plan of Kampot urban areas that have been prepared by the Study Team

(3) Brief Results of 1st SHMs

1) *Number of Participants in 1st SHM*

- Koh Kong ; 30
- Preah Sihanouk : 36
- Kampot : 41
- Kep : 28

2) *Brief contents of discussions*

The main topics of discussion in SHMs are as follows:

- The four issues on actual situation in coastal area, which have been identified in the Study (Socio-economic issue, urban planning, infrastructure, environment)JICA
- Strategic development visions in coastal area, which have been identified in the Study
- Understanding of actual situation in each province in coastal area in the Study
- The appropriateness of recommendation for Key Plan in each province in coastal area

The following is the brief contents of discussion in each province

Table 8.2.2 Brief Contents of Discussion in Each Province

	Contents
Koh Kong	<p>In overall, the findings and recommendations by JICA Study Team have been agreed.</p> <p>Revision of socio-economic indicators</p> <p>The alteration of word "Strengthening of the advanced international gateway for national and regional development" in Vision as "Enhancement"</p> <p>To include improvement actual infrastructures and energy issues in Vision</p> <p>To strike balance between development activities and environmental conservation</p> <p>Request for socio-economic infrastructure including schools and health centers</p> <p>Request for the clarification of appropriate industries in the province</p> <p>Request for clarification of zoning among forest, coastal and other areas</p> <p>Request for rehabilitation of drayage system</p> <p>Request for improvement of solid waste management system</p> <p>Request for further study of roads</p> <p>Request for micro-finance projects in porvince</p>
Preah Sihanouk	<p>In overall, the findings and recommendations by JICA Study Team have been agreed</p> <p>Request for the revision of population projection in the province</p> <p>Request for improvement plan of solid waste management</p> <p>Request for the clarification length and zoning of coast of province</p> <p>Request for the improvement of illegal use for beaches (i.e. illegal privatization of beach by hotel, etc.)</p> <p>Request of consideration of establishment of fish port</p> <p>Request for establishment of parking lot for trucks, which carry containers</p> <p>Request for the improvement of National Road No. 4 and urban roads in SHV</p> <p>Request for improvement of drainage system</p> <p>Request for waste water treatment system</p> <p>Request for water supply system</p> <p>Request for improvement of energy</p> <p>Request for consideration of measures to avoid traffic accidents, in particular, of tourists</p>

Kampot	<p>In overall, the findings and recommendations by JICA Study Team have been agreed</p> <p>Request of revision of population</p> <p>Request of consideration of Kampot as an International Logistic Center/Gateway</p> <p>In the presentation, the Study Team and MLMPUC consider that it is difficult to expand urban areas in Kampot, however, the provincial government thinks it is possible to extend the urban area to the North & West</p> <p>Request of improvement of drainage system</p> <p>Request of clarification of length and use of coast in province</p> <p>Request for the improvement of waste water system and plants</p> <p>Request of improvement of road and bridge infrastructure</p> <p>Request of improvement of water supply and sanitation education</p> <p>Request for establishment of public toilets and parking lots for tourists</p> <p>Request for clarification of appropriate industries and the measures of their development in province</p> <p>Request for clarification of labor-intensive industries</p> <p>The provincial government has been preparing 2 urban area development M/P. The provincial government would request that these plans and JICA Study Teams' plans are consistent</p>
Kep	<p>The provincial government would like to add the following issues in the characteristics of the province : 1) subsistence auricular and fishery, 2) lack of zoning of land use, 3) since the population of the province is small, any development activities would not affect very much environmental degradation, 4) 80% of population has settled in province from other areas including foreigners such as hotel owners. This makes difficult for the provincial government to manage provincial politics</p> <p>Requests for more detailed Key Plans</p> <p>Request for consideration of Kep as an international logistic center since it is situated in the boarder with Viet Nam</p> <p>Request for establishment of road that link Koh Kong-SHV-Kampot-Kep</p> <p>Request for improvement of urban roads</p> <p>Request for improvement of drainage system</p> <p>Request for waste water treatment system</p> <p>Request for establishment of cemetery</p> <p>Request for improvement of water supply and sanitation</p> <p>Request for the improvement of filling land for solid waste</p> <p>Request for provision of land for landless farmers, people and homeless people</p> <p>Request for establishment of markets of handicrafts made by local women's' groups</p>

(4) Brief Results of 2nd SHMs

The second stakeholder meeting was held from 21 to 25 December, 2009 in four provinces. The main objective was to discuss "Findings of the National Integrated Strategy of Coastal Area" that was prepared by JICA Study Team in conjunction with the Ministry of Land Management, Urban Planning, and Construction.

1) *Number of Participants in 1st SHM*

- Koh Kong ; 24
- Preah Sihanouk : 31
- Kampot : 36
- Kep : 26

2) *Brief contents of discussions*

The following is the brief contents of discussion in each province.

Table 8.2.3 Comments of Stakeholders by Issues in Each Province

KOH KONG PROVINCE		
Infrastructure Strategy	Development Management	Suggestion/requests
<p>The following items should be added.</p> <ul style="list-style-type: none"> • Road in the district and commune should be also rehabilitated and expanded • Waterway shall be rehabilitated to make it easy for ships, fishing boat and cruise to travel safely. • Establish a safety port for cruise, freight ships and fishing boat and so on. • Should also extend the water connection to the remote area (district, commune, and village...) 	<p>Suggested following issues:</p> <ul style="list-style-type: none"> • Land Use Management: • Economic land concession shall be studied and made a specific research before the approval for developer. • Shall determine the identity of land whether it is private state owned, public state owned or private owned • Land Law should be strengthened • Investment Management • Request provincial/local authority to participate in the investment project issue • Investment Law shall be reinforced • Environment Management • Establish a good dumpsite with a technical standard • Waste management in public place shall be strengthened • Request a waste recycle system • Provide trainings to community and local people 	<ul style="list-style-type: none"> • Strengthen and monitor the implementation of existing law • Shall have a common mechanism to monitor and strengthen the security on the sea and on the overlap area between Cambodia-Thai border • Strengthen and promote existing community in coastal area such as fish processing and making good handicraft products
PREAH SIHANOUK PROVINCE		
Infrastructure Strategy	Development Management	Suggestion/requests
<p>Should be added the following points:</p> <ul style="list-style-type: none"> • Should grow the tree along the side of the road • Suggest that new road should not charge fee from passenger or travelers • Request to put sufficient traffic light in the city to avoid traffic jam and accident • Road should be build with a good technical standard • Road should be expanded • Request sufficient parking lots for freight truck • The weight of the freight shall be checked properly • The freight truck shall check the light properly • Driver should have license • Prohibit the squatter to live surrounding the railway area • Propose to have underground • Propose water treatment • Propose low cost of water and water connection service • Propose water supply to district, commune, and village • Should have sewerage treatment system with a good management 	<p>Should be integrated some points: as follows:</p> <ul style="list-style-type: none"> • Land Use Management: • Land use should be utilize with a good direction (Determine a specific area) • Investment Management • Every industry investment shall be locate far from residential area or city • Shall study in detail before providing right to investment company in order to avoid public interest • Shall fine any investor who do not follow the contract • Environment Management • Conduct a detail study on a proper location of dumpsite • Disseminate and educate people on environment • The development in conservation area shall be studied in detail 	<ul style="list-style-type: none"> • Should integrate the law on natural protected area in the study • Waste collection shall be properly packaged to avoid scattering on road • Request putting the agricultural area in the study

KAMPOT PROVINCE		
Infrastructure Strategy	Development Management	Suggestion/requests
<p>The following issues should be integrated:</p> <ul style="list-style-type: none"> • Propose in and out ring road for heavy truck and tourist separately to avoid traffic jam and accident • New road should be built with a technical standard • Propose road development from province to district or commune • Concrete road is necessarily needed for village in outskirts area • Propose Asphalt road from district to district and from district to commune • Access road to port should be expanded in order for ship parking there • Create more traffic signs • Displace the light along the road No. 3, 33 and 31 and in the city and also in outskirts area • The electricity should be connected to remote area for people's usages • Overweight truck shall be strongly prohibited • The bridge along national road No.3 should have hand bridge • Road from Kampot to VN shall be widen for the target year 2030 • Railway: totally agreed that the rehabilitation of railway is very important in Cambodia • Port and logistic: <ul style="list-style-type: none"> • Prek should be rehabilitated • Touristic port, freight port and fishing port should be separated • Propose international port in Kampot Province and rehabilitate channel (Prek Kampot) • Water supply <ul style="list-style-type: none"> • Propose to have clean water to the locals (Well and pond) • Study just mainly focuses on water supply in the city but not yet have any planning to supply to remote area. • Establish the distribution channel system in order to drain the water from the hydro-electricity in Kamchay Mountain to store in water treatment station and distribute into city • Drainage and sewerage system <ul style="list-style-type: none"> • Urban poor should also have sewerage treatment • Wastewater storage tank is very important • Propose to have a good preparation for drainage and sewerage system to avoid flooded while raining 	<p>Some points: should be integrated</p> <ul style="list-style-type: none"> • Land Use Management <ul style="list-style-type: none"> • Propose to have a good land use management to district/locals • Urge to register the land titles for all people as soon as possible • Establish the conservation area management system on state land reserved and social concession land • Disseminate the land law to the people and all senior officers • Propose to establish industry area located far from other areas to avoid the disturbance to the people living around • Investment Management <ul style="list-style-type: none"> • Investment law shall be reinforced to make an easy way for investors • Attract more investors • Expand activity of export-oriented processing product • Provide training to local people on how to process the product which has a value added • Environment Management <ul style="list-style-type: none"> • Protect the forest especially replanting the forest cover • Seek for cooperation with NGOs, donors, local authorities and local people to participate in the protection of environment and find a good strategy to protect and conserve the environment • Propose JICA to provide technical training related to agricultural sector (cultivation, plantation...) • Avoid solid waste flowing into the sea or channel (Prek) • Suggest JICA study team to study and to create solid waste landfill/dumpsite in all districts 	<ul style="list-style-type: none"> • For the railway the study mentioned, do we have any measurement for the prevention of new railway construction? • Propose to have new bridge across Prek Kampong Bay <ul style="list-style-type: none"> • Does the road management and maintenance system focus on the new road or existing road? • Request to pump water way even deeper that make it easy for the ships, cruise and fishing boat • Propose to provide trainings for agricultural product processing to compete with neighboring countries • Propose to develop road in village, commune/sangkat with a proper drainage system • For the ring road, does the JICA study team want to focus on the new ring road or existing ring road? • Will the One Village One Product be successful like Japan or other countries in 2030? • Create educational program in preserving the environmental quality, improving production quality in local and decency of living • Request JICA to help providing dumpsite and wastewater treatment tank • Request JICA study team to conduct a further study on dam system due to the recent experience of flooding in Kampot • Request JICA to provide training related to One Village One Product on: <ul style="list-style-type: none"> • Policy in promoting OVOP • Strategy in establishing and implementing OVOP

<ul style="list-style-type: none"> Expand the irrigation system to remote area in order to provide possibility for the people to do the dry season rice. 		
KEP PROVINCE		
Infrastructure Strategy	Development Management	Suggestion/requests
<p>1.Road: Totally agreed but added the following points:</p> <ul style="list-style-type: none"> The management and rehabilitation of existing road are not sufficient. New roads in city and road expansion to the local are necessarily needed to ensure the people's demand Shall concentrate on road along the beach from old resort (Kep) to Angkorl Thmey in serving as a mean for tourists to see the mangrove forest and also see the beach condition <p>2.Railway:</p> <ul style="list-style-type: none"> Existing railway shall be rehabilitated <p>3.Port and logistic:</p> <ul style="list-style-type: none"> Tourism port should be expanded <p>4.Water supply</p> <ul style="list-style-type: none"> Irrigation system in Kep is not sufficient for farmers Suggest establishing clean water maintenance communities <p>5.Drainage and sewerage system</p> <ul style="list-style-type: none"> Drainage and sewerage system shall be rehabilitated and expanded to local area or remote area. 	<p>1.Land Use Management:</p> <ul style="list-style-type: none"> Does JICA study team have any measurement on vacant land without doing the business? The construction standard shall be examined and clearly determined For the proposed land management system, what is the differentiation between protected area and conservation area? (Now natural protected area is already existed.) <p>2.Investment Management:</p> <ul style="list-style-type: none"> Contract forming between investors and farmer is very important for providing market for them and contribute to poverty reduction <p>3.Environment Management:</p> <ul style="list-style-type: none"> What does the financial flow of solid waste management mean? Should replant the mangrove forest Aquaculture promotion is very important 	<ul style="list-style-type: none"> Pay attention on sanitation and hygiene in island area Establish a proper dumping site area Suggest to study in detail about Angkorl Beach Suggest concentrating on Freight Terminal Suggest putting the railway in the study Information Centre and electricity system shall be improved Shall rehabilitate the sewerage effluent system in order to protect and improve the beach area. The study should include the airport Shall have a proper action to prevent the beach from filtration and the wave that can damage the beach Why is industry promotion strategy not mentioned for Kep province. Suggest JICA to consider for the establishment of the livelihood of people in the island which is facing other problem

The above discussion results have been reflected to identify the needs and comments in terms of regional and urban development plan in the Study area.

The reports of 1st and 2nd SHM are attached in Appendix of this Report.

CHAPTER 9: RECOMMENDATIONS

9.1 Recommendations

The following are the recommendations for Coastal area Development:

1. Coastal area of Cambodia has abundant resources and beautiful and precious nature. At the same time, Coastal area of Cambodia is faced with enormous pressure for development not only in and around the urban areas, but also in forest and even in national park areas.
2. Coastal area has the only deep seaport in Cambodia in Sihanoukville, and has unmatched potential for urban, touristic and industrial development. This is partly proven by a number of investment permits rendered within Coastal area.
3. Sihanoukville, with the nation's main seaport, is the hub for logistic movements mainly to and from the Capital Area of Phnom Penh. The Sihanoukville – Phnom Penh continues to be the nation's most important Growth Corridor for industry and logistics.
4. Effective connection between Sihanoukville and Phnom Penh for logistic movements of fully loaded containers is crucial to the nation's sustainable economic development. While NR4 functions as the major regional artery today, improvement of NR3 needs to be accelerated to create the double axis between the two cities. In future, an alternative high-speed, full-loaded, limited access road will be needed in parallel with NR4.
5. Rehabilitation of the railway network is in progress with a PPP scheme with ADB assistance. It will be crucial for Coastal area to have functional and efficient railway transport of goods, including the containers, oil products and bulk cargoes. For containers, efficient sea-and-land integrated transport system has to be built urgently.
6. Coastal area borders with Thailand on the northwest and with Vietnam on southeast. A high standard regional arterial road connecting Koh Kong, Sihanoukville, Kampot and Kep will be indispensable as Coastal area Integration Axis. The axis shall support the border trading with the two nations with Cambodia and facilitate economic activities throughout Coastal area and promote regional tourism.
7. Development of SEZ shall be an important instrument for Cambodia for diversifying the export industries. Though a number of SEZs were permitted in Cambodia, the number of firms located in these SEZ is still limited. Improvement in SEZ administration for improved governance and transparency in management and operation and enhancement of the legal base will be needed.
8. In order to make SEZ more beneficial to Cambodia, means to assist the formation of backward linkages have to be implemented which focus on SME support mainly in human resources training and micro financing.

9. More attention needs to be paid to the technical and environmental standards of SEZ, such as water effluent quality and air pollution, so that the SEZs will not negatively affect the natural environment around.
10. Tourism has great potential in Coastal area as the third destination in Cambodia after Angkor and Phnom Penh. Tourism information about the area's attractive destinations has to be accumulated and disseminated in proper means to tourists interested in Coastal area.
11. Agricultural products such as vegetables and fruits are abundant in Coastal area, and are mostly supplied to the domestic market, or exported mainly as raw materials with low value added. While some of the products have good quality, promotion of export has to be supported. Organic vegetables and fruits will be attractive for export markets.
12. There is a strong demand for seafood in Cambodia and in neighboring nations. In order to increase production with consistent quality, promotion of aqua culture needs to be supported. In addition, processing of marine products need to be promoted in Coastal area.
13. One Community One Product (OCOP) is a method of economic development for systematic and continuous integration of knowledge, skill and business development. A demonstration project together with a microfinance scheme is proposed for implementation.
14. While Coastal area has high potential for development, environmental protection has to be put in effect thoroughly so that the precious nature and environment should not be lost forever. In particular, there are some of the essential areas in need for protection, and Ecological Corridor has to be considered for conservation.
15. Concessions for development must be carefully examined from the viewpoint of the environment, and the rational decision must be made when permission for development it given for the concession, and conditionality, if any, for permission must be clarified to the applicant.
16. For concession projects, the procedures of EIA (MOE) and building permit (MLMUPC) must be applied as the laws and regulations stipulates.
17. For sustainable economic growth of Coastal area, the establishment of integrated development management is proposed with four (4) components; the Environmental Management, Land Management, Investment Management and Land Use and Growth Management.
18. Under the current governmental organization, there is no coordinating section to overlook the harmonized development of coastal area and the policy matters are left only to the each provincial government. It is recommendable to establish an inter-ministerial body, "Coastal Area Development Project Coordination Committee (CADPCC) under MLMUPC.
19. The member structure of CADPCC shall basically follow the existing S/C members and inter-ministerial technical working group members, which were established for the implementation of this Study.
20. This recommendation of the establishment of CADPCC has been approved by the RGC and the minutes of meetings on the action plans for establishing CADPCC by June/ July of 2011 (see Table 9.2.1 and Appendix) was signed between the JICA Study Team and the Cambodian Steering Committee of this Project, on May 27th 2010.

9.2 Immediate Actions

In consideration of the proposals and recommendations above, the following actions need to be taken immediately for the sustainable Coastal area development.

Table 9.2.1 Action Plans for Implementation

No.	Action	Organization in Charge	Time Frame	Outcome
A-1	Procedures for formal approval of the Master Plan of Preah Sihanouk	MLMUPC	June/ July 2011	
A-1	Preparation of Khmer Version of Master Plan, focusing on land use plan and enforcement, building permit			Necessary documentation is complete in Khmer for the discussion and approval of Master Plan for Sihanoukville with land use plan and guidelines
A-2	Conducting Stakeholder Meetings as necessary			Stakeholder meetings are held as necessary, based on the laws/regulations of Cambodia
A-3	Conducting Provincial Committee Meeting for discussion and approval			Provincial Committee is established and holds meetings to discuss the master plan and come to an agreement.
A-4	Conducting Inter-Ministerial Committee for discussion and approval			Inter-Ministerial Committee is established and holds meetings to discuss the master plan and come to an agreement.
A-5	Formal application for approval by MLMUPC			Master plan is approved by MLMUPC
A-6	Formal application for approval by RGC			Master plan is approved by RGC
B	Preparation for Establishment of Coastal Area Development Project Coordination Committee (CADPCC)	MLMUPC	June/ July 2011	
B-1	Definition of the function of the Board			The functions and mandate of CADPCC are defined
B-2	Definition of the members in the Board			The members of CADPCC are selected.
B-3	Issuance of Sub-decree for the establishment			Sub-decree for the establishment of CADPCC is issued for effect.