



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

**TA 8179: Mainstreaming Climate Resilience into Development
Planning, Package C:**

**Gender, Monitoring and Evaluation (M&E), and Mainstreaming at
the Sub-National Levels**

Technical Manual

on

**Inclusion of Climate Resilience in Planning by
Local Government in Cambodia**

Version 1c, September 2017



Updates

(Skip this page before printing)

Version 0c (May 2017): 1st version for external distribution

Version 1c (September 2017): Comprehensive changes incorporating guidance from mr. Hem Chanthou and dr. Anchar Srinivasan, ADB, and mr. Phay Sopheap, NCDM:

- Title and date changed
- Various edits throughout
- A new section, '*About this Document*', inserted at the beginning of the document, summarizing the differences between this and several recent related documents (reflecting the steadily evolving CCA/DRR agenda and governance framework)
- Summary: Reference made to the July 2015 Disaster Management Law
- Introduction: Reference made to the new guidelines on of commune/sangkat development plans and investment programmes (March 2017).
- Chapter 2 (Background): Text included about ADB's Flood Damage Emergency Reconstruction Project and the study by ADB on '*Strengthening Coordination for Management of Disasters*' (May 2014)
- Section 3.3 (Approaches for Enhancing Climate Resilience ...): Paragraph added about the risks of losses
- New Section 3.4 (Gender Mainstreaming) added
- Section 4.2 (Disaster Management in Cambodia): Elaboration provided on the 2015 Law on Disaster Management
- The year of the Ketsana typhoon corrected to 2009 (sorry for this typo! /ed.)
- New Section 4.3 added: 'Climate Resilience: Linking CCA and DRR'
- Chapters 4 and 5: Titles changed
- Section 5.2.4 (Planning Tools) elaborated
- New Section 5.2.5 added: 'Other Planning Tools and Measures'
- Chapter 8 (Conclusion and Recommendations): Paragraph 182 added
- The section '*References and Literature*' re-formatted and expanded
- Appendix B (abstracts) added

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About this Document

The *'Guidance on mainstreaming CR and DRR into Sub-National planning'* was prepared in January 2013 under PPCR, Component 2, *'Mainstreaming climate resilience into development planning at the Sub-National level'*, with active participation by NCDD-S.¹ The preparation included consultation workshops in September and October 2012 in Battambang, Prey Veng, Kampong Thom and Stung Treng, and a site visit to Takeo in October 2012. A related *'Climate screening toolkit'* was prepared as a separate document, also in January 2013.

At the time, the Sub-National planning modalities were in an early stage of consolidation, and the capacity has evolved significantly in the meantime (although with a clear scope for further improvement). Priorities and focus have been sharpened by the National CC Strategic Plan 2014-23 and the related Action Plan 2016-18. In 2014, the Cambodia Climate Change Alliance published a report on *'Effective mechanisms for climate change mainstreaming in Sub-National planning'*. New NCDD planning guidelines were promulgated in March 2017, and new CR/DRR financing instruments have been (or are being) introduced, providing important supplements to the modest budgets available for the Sub-National development plans.

On this background, the present document has been compiled with guidance from ADB, NCDM, and other institutional stakeholders and individual resource persons at the national, province, district and commune levels of administration.

The document provides a stock-taking of current climate-related needs and opportunities, as well as suggestions on guiding principles and good practices for Sub-National CR and DRR mainstreaming, in accordance with the new (March 2017) guidelines.

The document is one in a series of *'knowledge products'* (KPs) in preparation under TA 8179, Package C. These KPs will interact with the ongoing training activities and the upcoming pilot initiatives. Examples of related issues include KP-2: *'Mainstreaming gender considerations in climate change adaptation investments'*; KP-3: *'Monitoring and evaluation of climate change adaptation investments'*; KP-4: *'Innovative financing schemes for mainstreaming climate resilience at provincial, district and commune levels'*; KP-5: *'Opportunities and barriers to climate change adaptation and disaster risk reduction at the district and commune level'*; and KP-6: *'Best practices for Sub-National mainstreaming of climate risks'*.

1 Abstracts of this and other related documents are attached as Appendix B

Executive Summary

Background and Context

1. Shortly after 2011, Cambodia was ranked as the country second most affected by extreme-weather events in South-East Asia, with a GDP loss of 3.1 per cent by one estimate (Harmeling, 2012). The country is regularly exposed to natural disasters and the foreseen impacts of climate change are likely to increase in terms of floods, droughts, intensity of tropical storms, soil erosion caused by wind and water, changing patterns of rainfall during the dry and the wet season, and erosion along coastal areas towards the Gulf of Thailand.
2. In March 2001, the Organic Law of Cambodia, including the Law on the Administration Management of Commune/Sangkat; and the Law on the Election of the Commune/ Sangkat Council, was adopted. Based on this law, elections of the Commune/ Sangkat Councils were successfully held in February 2002, creating very substantial local authorities. The RGC categorized this new policy as a Decentralization and De-concentration (D&D), as indicated in the 2001 Organic Law. Therefore, starting from February 2002, the governance at C/S level was substantially changed. The administration created by this election was the means to transfer governance ownership from the central to the C/S level, ensuring that the C/S councils represented the interests of their local communities, and were responsive and accountable to them.
3. Cambodia's commune database, managed by the National Institute of Statistics (NIS, Ministry of Planning), is a valuable source of information for monitoring changes to the climate vulnerability of communities. Many barriers to using climate relevant information exist: these include problems with data exchange and harmonization among ministries, limited capacities, and lack of evidence-based tools in decision making. A considerable weak point is the engagement of the Sub-National levels in data gathering and analyses, and inadequate skills for formulation of effective responses to climatic variations.
4. Cambodia's Climate Change Strategic Plan (CCCSP) formulates a number of strategic priorities and guiding principles that provide the foundation for further mainstreaming of climate responses and actions at the national and Sub-National levels. The National Council for Sustainable Development (NCSDD) was established in May 2015. The Council comprises high-level representatives of concerned government ministries and agencies, with the Prime Minister as its Honorary Chair and the Minister of Environment as its Chair.
5. Both at the national and Sub-National administration levels, guidelines on development planning in the context of climate change will be put in place under the leadership of the NCCC-Secretariat (National Climate Change Committee, NCCC). These guidelines will build on the wealth of experience generated in recent years through pilot projects, mostly at the commune level.
6. The Strategic Framework for Decentralization and De-concentration under the National Programme for Sub-National Democratic Development (NP-SNDD) 2010-2019 provides important entry points for climate change mainstreaming at the Sub-National and local levels. Agriculture and water are important sectors for national development, and are key considerations in addressing the economic aspects of

climate vulnerability. The Agriculture Strategic Development Plan 2009-2013 aims to increase agricultural production, diversify agriculture, and expand agro-industry.

7. The National Committee for Disaster Management (NCDM) is the national agency responsible for providing emergency relief and developing preventive measures to reduce loss of life and property from disasters. The NCDM was established in 1995 as an inter-ministerial body comprised of members from relevant ministries and the armed forces. The Law on Disaster Management was promulgated in June 2015. The NCDM leads, administers and coordinates all disaster management activities. Hazard risk prevention and related climate change adaptation are part of the responsibilities of NCDM. Committees for disaster management have been established at the province and the district level.
8. Mainstreaming climate change adaptation and disaster risk reduction at the Sub-National levels is a process of considering the risks arising from climate change, leading to a designed intervention that adjusts activities and approaches to address these risks. Within the context of Commune/Sangkat Development Planning, Commune/Sangkat Investment Programme preparation and project implementation, the mainstreaming of climate change and disaster risks enhances the sustainability of investments and protects livelihoods.
9. Prakas # 080 (inter-ministerial, MOP and MOI), issued and endorsed on 2nd March 2017, outlines the use of specific Technical Guidelines for the Formulation of a Commune/Sangkat Development Plan. The Technical Guidelines include three steps of the new Commune/Sangkat Development Planning Process:
 - (i) Step one is the Situation Analysis and Identification of Needs for the Commune/Sangkat Development Plan;
 - (ii) Step two is the Preparation and Formulation of the draft Commune/Sangkat Development Plan; and
 - (iii) Step three is Reviewing, Endorsing and Dissemination of the Commune/Sangkat Development Plan.
10. Commune/Sangkat Development Plan Formulation is based on the following principles: information sharing; transparency; harmonization and alignment; consultative responsiveness; democratic accountability; social and economic efficiency and fairness; sustainability of natural resources and the environment; and equality.
11. Modalities and details of the Technical Guidelines are extensively discussed in Chapter 5 of this report, introducing the most important features to a wider local, national and international audience to enhance their understanding of the full framework of the guidelines, which are presently available in the Khmer language only.
12. A review of a performance assessment system conducted in 2016 has led to major improvements. These include improved simplicity and objectivity in the indicators; alignment with the emerging national M&E framework for climate change adaptation (by the adoption of the Climate Change Mainstreaming Index); a streamlined, more efficient process; and the development of a comprehensive Performance Assessment Manual.

Key areas for further strengthening are identified as follows:

- (i) further improvements to the indicators
 - (ii) strengthening the Participatory Evaluation methodology
 - (iii) improved training to ensure the significance and correct measurement of indicators
 - (iv) use of independent assessors
13. Based on the challenges and lessons learnt from project activities supported by UNCDF, some key positive changes were identified for the project selection and planning processes, based on climate change adaptation (CCA) concepts. Based on experience from past projects, the local communities enhanced their awareness and focused on climate change adaptation and disaster risk reduction projects. With 5 years' experience in implementing the programme, its mechanisms have been refined and the capacity of local government has greatly improved. This experience has also influenced the policy of CCA mainstreaming and the role of local governments in CCA implementation.
 14. NCDD-S, the implementing partner of the programme, has been nominated by the Cambodian government to be the one of the first National Implementing Entities (NIE) for the Green Climate Fund (GCF), and is thus able to apply for direct GCF access to help scale up the LGCC programme. NCDD-S has been registered as a candidate NIE and the draft proposal for the GCF Enhanced Direct Access has been developed.
 15. The Royal Government of Cambodia (RGC) intends to create a Sub-National Investment Facility (SNIF) to channel grants for public infrastructure and services on a competitive basis to provincial, D/M and C/S administrations. The Implementation Plan P3 envisages that the SNIF will finance over US\$20 million in investment grants during the first three years of operation.
 16. The SNIF is a national financing facility. It will form part of the RGC's future public financial system, and will be managed by the Ministry of Economy and Finance (MEF). It provides financing to Sub-National administrations which is project-based financing. This means that the SNIF only provides grants to finance projects proposed by Sub-National authorities; according to the Law on Financial Regime and Property Management for Sub-National Administrations, which came into force in June 2011, SNAs are not allowed to borrow. The SNIF provides grants on a competitive basis. Further details, within the context of the presently evolving structure for future climate resilience financing, are considered in Chapter 6 below.
 17. Based upon information gathered and analyses undertaken, a wide range of conclusions are drawn and recommendations are made in the final chapter of this report.

Implementation Enhancement

18. Training on the new guidelines and procedures for mainstreaming CCA & DRR into Sub-National development planning and investment programming should be done swiftly, with wider dissemination to all stakeholders, including the private sector, civil society organizations and the Cambodian mass media (in Khmer and English).
19. Current development planning guidelines and tools for collecting, analyzing and prioritizing CCA and DRR interventions should have regular follow-ups and updates.

NCDD-S should take the lead in documenting experience and updating existing guidelines and tools based on factual evidence from on-ground experience.

20. Of utmost importance is the prioritization of climate change adaptation efforts in communities where vulnerabilities are highest and where the need for safety and resilience is greatest. It is at this level that lives and livelihoods can be protected, development promoted and safety and resilience built. Strong commitment from government institutions, donor communities, the private sector, civil society and media is required.

Coordination Efficiency

21. Coordination and networking mechanisms for CCA/DDR between the government, the private sector and NGOs in addressing CCA and DRR shall be included in policies and programmes. It should consider the wider investments, under the Public Private Partnership approach, to ensure consideration of climate change adaptation and disaster risk reduction (DRR) at all levels.
22. The National Council for Sustainable Development (NCSD), the Ministry of Environment, the Climate Change Department and other line ministries such as MOP, MOWA, MEF, MAFF and NCDD-S / MoI should increase efforts to lead and coordinate with development partners, the private sector and NGOs to improve the national dialogue by creating platforms to collect information, and discuss and address the common problems and opportunities related to climate change and disaster risk.

Strategic Orientation

23. MOE should coordinate with the Ministry of Education, Youth and Sports to align CCA and DRR concepts into education curricula from primary to high school.
24. Because of its strategic relevance and direct practical impact, the unique and competitive SNIF financing modalities should be further developed, fine-tuned, and put into practice as soon as possible.
25. CCA should be fully integrated into longer-term national and local sustainable development and poverty reduction strategies (such as those related to poverty reduction), and further emphasize gender equality and equity. Not only will the integration of CCA and associated DRR into development planning and investment offer the promotion of overall development goals, but it will also provide the basis for building community safety and resilience.
26. Crop diversification and technology for related agricultural production is especially important for Sub-National development, and must be placed at the centre of investment strategies and practices.
27. High expectations exist for a national M+E framework that is provides comprehensive guidance and support in the complex field of climate change adaptation. This framework will present new challenges and opportunities for Sub-National mainstreaming of climate resilience in provinces, districts, communes and villages.

Preface

Cambodia is considered one of the countries in South-East Asia that are most vulnerable to adverse climate change impacts, which will become more severe and damaging with the ongoing increase in global warming. In recent years, Cambodia's economic sectors related to water resource management, agricultural production, provision of health services and general infrastructure development have experienced damage and losses resulting from severe floods, droughts and typhoons in lowland and upland areas, coupled with saline intrusion along coastal areas, all adversely affecting food security and livelihoods, especially of the rural population. An analysis based on a scenario of a 2°C temperature rise by 2050 estimates that the full impact of climate change on Cambodia's GDP will be at least 1.5% by 2030, and 3.5% by 2050 (NCSD 2015).

Recognizing the potential risks of climate change on Cambodia's economic growth now and in the future, the Royal Government of Cambodia has developed - and put into practice - appropriate climate change policy responses and initiatives to enhance the climate resilience capacity of Cambodian institutions and communities across all sectors and in society. Climate change policies, the concept of "*green growth and a sustainable environment*", and measured conservation and development of natural resources are important elements of the existing National Strategic Development Plan 2014-18, and will remain so in the next NSDP.

The NCDD-S plays a paramount role in the mainstreaming of climate resilience into local planning and investment processes, in coordination with all sector ministries, donors, NGOs, and the private sector. Climate change is a real obstacle to achieving sustainable development targets. Cambodia's main national development goals (NSDP, 2014) continue to put emphasis on poverty reduction and infrastructure rehabilitation while fostering economic growth at a steady rate of 7-8% per year. Cambodia aims to progress from least-developed country (LDC) status towards becoming a low middle-income developing country by 2018, and a high middle-income one- 2030.

This report takes into consideration existing practices of national and Sub-National administrations in partnership with different stakeholders and development partners, such as ADB and UNDP. The NCDD-S, in collaboration with the Ministry of Planning, has just finished a revision of the guidelines on Development Planning and Investment Programme of Capital, Provinces, Districts, Municipal and Khan, which have been approved by the Head of the NCDD.

Mobilization of funding resources for the implementation of climate-related projects and programmes is also critical to achieving the goals and objectives of the CCCSP. The Ministry of Environment has officially assigned NCDD-S to fully represent the Cambodian Government in negotiating with funding agencies such as the Global Climate Fund, the Green Climate Fund (GCF), and others.

We trust that this report will guide and enable national and Sub-National administrations, line ministries, the private sector and NGOs to achieve significant Sub-National climate change adaptation and disaster risk reduction interventions, integrated into their development plans and investment programmes.

HE Sak Setha
Secretary of State, Ministry of Interior
and Head of NCDD-S

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We also thank HE Ngan Chamroeun, Deputy Head of the National Committee for Sub-National Democratic Development Secretariat (NCDD-S) for providing comprehensive advice and support. Special thanks are also due to the NCDD-S team and TAs for their hard work in research, conducting field visits and documenting good practices in regard to climate change adaptation and disaster risk reduction at national and Sub-National levels.

Many other people, as listed in the appendix at the end of this report, also kindly shared their knowledge and provided indispensable guidance and valuable suggestions.

HE Ny Kimsan
Project Director

Acronyms and Abbreviations

ADB	Asian Development Bank
APA	Annual Performance Assessment
ASPIRE	Agriculture Services Programme for Innovation, Resilience and Extension
BOG	Board of Governors
C/SF	Commune/Sangkat Fund
CBO	Community-based organization
CCA	Climate change adaptation
CCCA	Cambodia Climate Change Alliance
CCCSP	Cambodia Climate Change Strategic Plan
CCD	Climate Change Department (of MoE)
CCDM	Commune Committee for Disaster Management
CCTT	Climate Change Technical Team
CDRI	Cambodia Development Resource Institute
CDP	Commune Development Plan
CIP	Commune Investment Programme
CPDP	Capital/Provincial Development Plan
CPIP	Capital/Province Investment Programme
CR	Climate resilience
D&D	Decentralization and De-concentration
DDMC	District Disaster Management Committee
DDP	District Development Plan
DIP	District Investment Programme
DMF	District/Municipal Fund
DMIS	Disaster Management Information System
DP	Development Partner
DRM	Disaster risk mapping
DRR	Disaster risk reduction
EFAP	Emergency Food Assistance Project
EIA	Environmental Impact Assessment
EU	European Union
FMIS	Financial Management Information System
GCCA	Global Climate Change Alliance
GCF	Global Climate Fund
GDP	Gross domestic product
GEF	Global Environment Facility
GHG	Greenhouse gas
GIS	Geographic Information System
IBRD	International Bank for Reconstruction and Development
IFAD	International Fund for Agricultural Development
IP3	Three-Year Implementation Plan
IWRM	Integrated water resources management

KERRP	Ketsana Emergency Reconstruction and Rehabilitation Project
LDC	Least developed country
LED	Local Economic Development
LG	Local Government
LGCC	Local Governments and Climate Change
LoCAL	Local Climate Adaptive Living
LPP	Local Planning Process
M&E	Monitoring and evaluation
MCRDP	Mainstreaming Climate Resilience in Development Planning
MDK	Municipality, Districts and Khan
MEF	Ministry of Economy and Finance
MLMUPC	Ministry of Land Management, Urban Planning and Construction
MOE	Ministry of Environment
MOI	Ministry of Interior
MOP	Ministry of Planning
MOWA	Ministry of Women Affairs
MOWRAM	Ministry of Water Resources and Meteorology
MRC	Mekong River Committee
MTEF	Medium-Term Expenditure Framework
NAPA	National Adaptation Programme of Action to Climate Change
NCCC	National Climate Change Committee
NCDD-S	National Committee for Sub-National Democratic Development Secretariat
NCDM	National Committee for Disaster Management
NCSD	National Council for Sustainable Development
NGO	Non-governmental organization
NIE	National implementation entity
NIS	National Institute of Statistics
NPPF	National Planning Policy Framework
NPRS	National Poverty Reduction Strategy
NRE	Natural Resources and Environment Unit (of CDRI)
NRM	Natural resources management
NSDP	National Strategic Development Plan
PBC	Planning and Budgeting Committee
PBCRG	Performance-based climate resilience grant
PCDM	Provincial Committee for Disaster Management
PDP	Provincial Development Plan
PIP	Provincial Investment Programme
PPCR	Pilot Programme on Climate Resilience
PWG	Planning Working Group
RGC	Royal Government of Cambodia
SIDA	Swedish International Development Agency
SNA	Sub-National Administration
SNIF	Sub-National Investment Fund

SPCR	Strategic Programme for Climate Resilience
SRL	Sustainable resilience livelihoods
TA	Technical Assistance
TFC	Technical Facilitation Committee
TFG	Technical Facilitation Group
UNCDF	United Nations Climate Development Framework
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
VRA	Vulnerability reduction analysis
WCCC	Women and Children Consultation Committee
WRMSDP	Water resources management sector development

1 Introduction

1. The present document has been prepared under the project Mainstreaming Climate Resilience into Development Planning, (Package C): Gender, Monitoring and Evaluation (M&E), and Mainstreaming at the Sub-National Levels (ADB TA 8179). It is intended as a contribution to mainstreaming climate resilience in Cambodia's Sub-National development planning. It is based on a literature review and comprehensive consultations with resource persons at the national and Sub-National level.

The document reflects the recent technical guidelines on the preparation of commune/sangkat development plans and investment programmes, promulgated by Ministry of Interior and Ministry of Planning in March 2017.

2 Background

2. Cambodia has been ranked as the country second most affected by extreme-weather events in 2011, with a GDP loss of 3.1 per cent by one estimate (Harmeling, 2012). The Cambodian government is fully committed to global efforts to address climate change. Cambodia ratified the United Nations Framework Convention on Climate Change (UNFCCC) in 1995. The Initial National Communication (INC) was submitted to the 8th Conference of the Parties to the UNFCCC in 2002, and the second one is being prepared. The Cambodian government has also developed a National Adaptation Programme of Action (NAPA), approved in 2006.
3. Climate change has presented many challenges for Cambodia in attaining sustainable development over recent years. Cambodia is a country regularly exposed to natural disasters and the foreseen impacts of climate change are likely to increase in terms of droughts, floods and the intensity of tropical storms. Cambodia is a member of the United Nations Framework Convention on Climate Change (UNFCCC). The Royal Government of Cambodia (RGC) recognizes the importance of integrating climate risk into national and sectoral policy, planning and budgetary processes and into the design of individual projects.
4. Ministries are responsible for collecting and managing statistical data in their area of competence and the National Institute of Statistics (NIS) maintains databases and conducts regular surveys at national level. The commune database, also managed by NIS, is a valuable source of information for monitoring changes to the climate vulnerability of communities (visit www.nis.gov.kh). While there is a growing body of information to support decision making in climate change policy development and planning, some barriers remain, including data exchange and harmonization among ministries, limited capacities, and lack of evidence-based tools in decision making.
5. The National Committee for Disaster Management (NCDM), established in 1995, is the country's main disaster management agency for facilitating inter-ministerial responses to emergency and disaster events. The Flood Damage Emergency Reconstruction Project, approved by the Asian Development Bank (ADB) in March 2012, commissioned an institutional review and capacity assessment of the NCDM, comprising reviews of its policies, structure, performance, and outputs.

A recent study by ADB on '*Strengthening Coordination for Management of Disasters*' (ADB, May 2014) notes that "any development projects, including any disaster recovery project, will be threatened by future, more intense disasters caused by natural hazards unless the country's DRM system is strengthened.

At the Sub-National level, the disaster management committees that are responsible for leading DRM efforts do not have adequate resources. Conditions at the Sub-National level are challenging, as this level is the front line in addressing the direct effects and impacts of emergencies and disaster events."

6. The National Strategic Development Plan (NSDP) 2014-2018 is Cambodia's medium-term development plan which links the vision of the Government's Rectangular Strategy for Growth, Employment, Equity, and Efficiency to concrete goals, targets, and strategies. It emphasizes the impacts of climate change and acknowledges that climate change and natural disasters affect the socio-economic development of the country. A recent government study conducted with the support of the Pilot Programme for Climate Resilience (PPCR, 2013b) has reviewed over 30 studies related to climate vulnerability and adaptation in Cambodia. This indicates that while the vulnerability assessment uses indicators and indices to analyze vulnerability to climate change, results are often contradictory and not comparable because of differences in the objectives, geographical scope and methodologies used. However, at the Sub-National level, climate change adaptation and disaster risk reduction/ management still have to be integrated into the development planning and budgeting processes, and also integrated into regular rolling investment programmes. This process faces a number of obstacles, including a lack of budget, limited understanding of climate risk and a lack of technical capacity of the Sub-National administrations and communities to cope with these hazards. Local communities have noticed changes in their natural surroundings and the climate. Frequent floods, more intense and prolonged droughts, salt water intrusion along the coast, extreme heat and typhoons, and shifts in rainfall patterns all have significant consequences on the lives and livelihoods of communities which depend on natural resources and agriculture.
7. Mainstreaming climate change adaptation and disaster risk reduction/management describes a process of considering risk arising from climate change, leading to a designed intervention that adjusts activities and approaches to address these risks. Commune/Sangkat, District/Municipality and Provinces Development Planning and investment programs must take account of identified risks both now and in the future. Mainstreaming climate change adaptation and disaster risk reduction/management into any development initiative can increase the positive impact of interventions in climate-vulnerable sectors such as water resources, agriculture, infrastructure, livelihood and health.

3 Introduction to Climate Change Adaptation and Disaster Risk Reduction

3.1 Climate Change Policy and Institutions of Cambodia

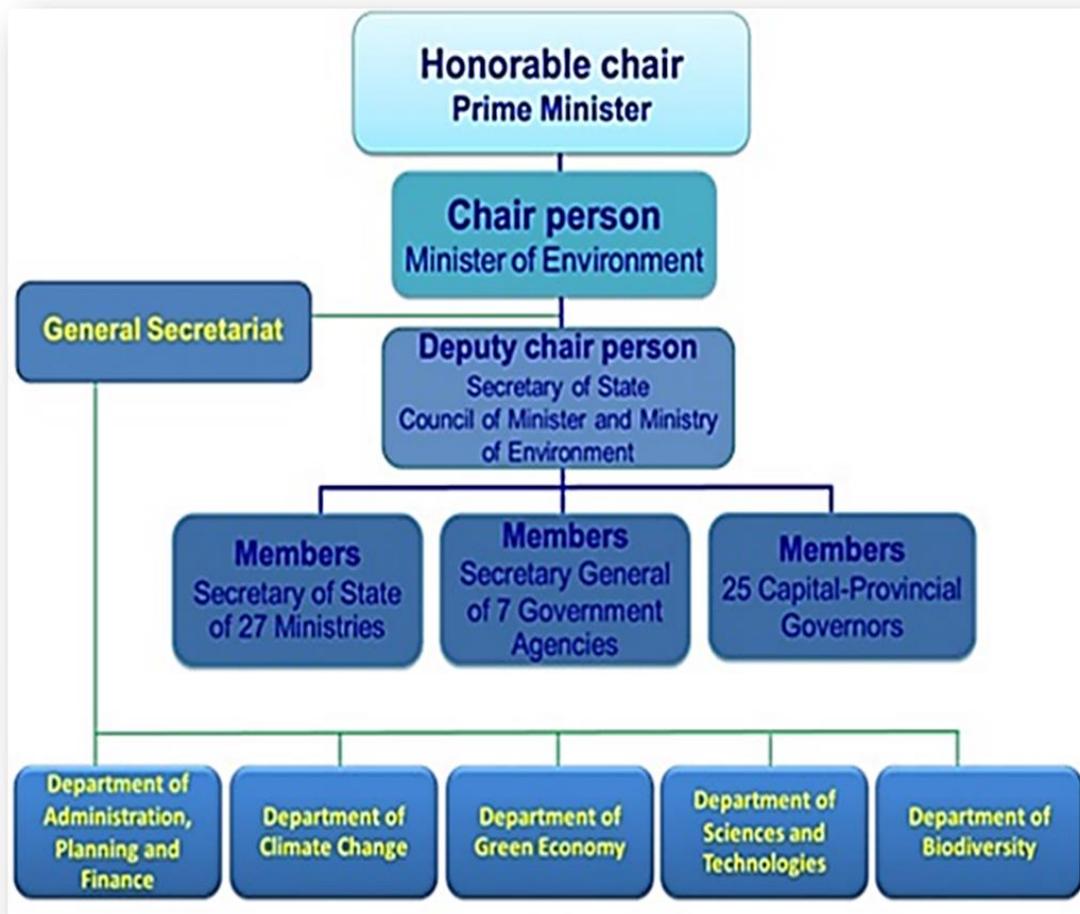
8. Cambodia's National Poverty Reduction Strategy (NPRS) explicitly identifies natural disasters, particularly floods and droughts, as critical factors that cause socio-economic vulnerabilities of the rural poor, including placing a disproportionate burden of coping on women and children. Climate change is not just an environmental but also a development issue. A series of collaboration mechanisms have been enacted to facilitate a grouping of efforts to better understand the impacts of climate change and to respond to these appropriately across all sectors of society. The National Strategic Development Plan (NSDP) 2009 – 2013) emphasizes that *“to effectively deal with the implementations of climate change, the capacity of RGC institutions need to be strengthened to identify and develop a strategy to deal with the anticipated impact of the climate change, and strengthen disaster management capabilities”*. This requires focusing on the following priorities as listed in the NSDP:
 - strengthening the capacity of the Secretariat of the NCCC
 - promoting and coordinating mainstreaming of climate change in concerned sectors
 - continuing preparation of the Second National Communication under the United Nations Framework Convention on Climate Change (UNFCCC)
 - preparing a National Strategy and Action Plan for Climate Change
 - promoting the establishment of a national fund for climate change
 - promoting the implementation and updating of the National Adaptation Programme of Action on Climate Change (NAPA)
 - fostering the implementation of the Clean Development Mechanism and GHG Reduction projects
 - educating and informing the public on climate change
 - mobilizing resources and support to address climate change
 - decentralizing the preparation of greenhouse gas inventories and setting up a database management system
9. Cambodia is highly vulnerable to climate change and the RGC recognizes the need for mainstreaming climate change into the NSDP and national policies at all levels based on selected key principles.

Box 1. Guiding Principles of the CCCSP² 2014 – 2023

- 1 Adhere to the values of sustainable development
- 2 Ensure that national development priorities can be achieved under a changing climate
- 3 Focus on the threats as well as opportunities of climate change and capitalize on synergies between adaptation and mitigation
- 4 Recognize the complex and interconnected nature of climate change and the need to use interdisciplinary, cross-sectoral and multi-scale approaches in addressing it
- 5 Recognize the uncertainty of future climate change, build flexibility into the management of key systems to address unforeseen changes and use risk-based and phased approaches in planning responses
- 6 Address both extreme events and critical changes (e.g., shift in seasons) induced by climate change
- 7 Use a combination of science-based, ecosystem-based and community-based approaches
- 8 Ensure that a climate change response is equitable, gender sensitive, transparent, accountable and culturally appropriate
- 9 Leverage knowledge, innovation and behavioral change in developing solutions for adaptation and mitigation
- 10 Engage actively with international and regional processes for addressing climate change

10. In 2006, the RGC established the National Climate Change Committee (NCCC), a cross-sectoral and multi-disciplinary body with the mandate to prepare, coordinate and monitor the implementation of policies, strategies, legal instruments, plans and programmes related to climate change. With an amendment in 2014, the NCCC has functioned since its establishment as the inter-ministerial mechanism for the coordination of climate change response in the country.
11. The NCCC's functions were taken over by the National Council for Sustainable Development (NCSD) upon its establishment in May 2015. The Council comprises high-level representatives (secretaries and under-secretaries of state) of concerned government ministries and agencies, with the Prime Minister as its Honorary Chair and the Minister of Environment as its Chair. Council membership is larger than that of the previous NCCC, covering a greater number of ministries and agencies, and including provincial governors.

Diagram 1: NCSD Structure



12. The NCSD has made efforts to improve the coordination of climate change activities in Cambodia and to promote a stronger, more comprehensive and effective climate change response. These efforts include the preparation of the Cambodian Climate Change Strategic Plan 2014-2023, the Sectoral Climate Change Action Plans and the Climate Change Financing Framework.
13. At the national level, the NCSD will have overall responsibility for the management and monitoring of CCCSP implementation with technical support from the Climate Change Technical Team (CCTT) and administrative support from the NCCC Secretariat.
14. It is necessary to review and refine the mandate, roles and functions of the climate change institutions to reflect their specific responsibilities in the management and monitoring of the CCCSP. The NCSD Secretariat functions as an inter-ministerial body under the NCSD, which has full mandate and authority to play a cross-cutting coordination role, and it has the capacity and full eligibility of accreditation for global climate funds.
15. At line-ministry level, climate change focal points and/or working groups have already been established. The responsibilities of these focal points and working

groups will be clarified in the near future, in particular their relationship with other line ministry departments, to ensure that the planning of sectoral policies, programmes and investments fully takes into account climate change risks and opportunities.

16. At the Sub-National administration level, guidelines on development planning in the context of climate change will be put in place under the leadership of the NCCC Secretariat. These guidelines will build on the wealth of experience generated in recent years through pilot projects, mostly at commune level. As far as possible, these guidelines will include recommendations on collaboration between the various levels of Sub-National administration (province, district/municipality and commune/sangkat), and in particular the modalities for communes to access climate change technical expertise from line departments located at the district or provincial level.

3.2 Background to Climate Change

17. Climate change, also called global warming, refers to the rise in average surface temperatures on Earth. An overwhelming scientific consensus maintains that climate change is due primarily to the human use of fossil fuels, which releases carbon dioxide and other greenhouse gases into the air. These gases trap heat within the atmosphere, which can have a range of effects on ecosystems, including rising sea levels, severe weather events, and droughts that render landscapes more susceptible to wildfires.
18. Other human activities, such as agriculture and deforestation, also contribute to the proliferation of greenhouse gases that cause climate change.
19. While some quantities of these gases are a naturally occurring and critical part of Earth's temperature control system, the atmospheric concentration of **CO₂** did not rise above **300** parts per million between the advent of human civilization roughly **10,000** years ago and **1900**. Today it is at about **400** ppm, a level not reached in more than **400,000** years.
20. These greenhouse gas emissions have increased the greenhouse effect and caused the Earth's surface temperature to rise. The primary human activity affecting the amount and rate of climate change is greenhouse gas emissions from the burning of fossil fuels.
21. Even small increases in Earth's temperature caused by climate change can have severe effects. The earth's average temperature has gone up 1.4° F over the past century and is expected to rise as much as 11.5° F over the next. That might not seem like a lot, but the average temperature during the last ice age was only about 4° F lower than it is today.
22. Rising sea levels due to the melting of the polar ice caps (again, caused by climate change) contribute to greater storm damage; warming ocean temperatures are associated with stronger and more frequent storms; additional rainfall, particularly during severe weather events, leads to flooding and other damage; an increase in the incidence and severity of wildfires threatens habitats, homes, and lives; and heatwaves contribute to human deaths and other consequences.

23. While the consensus among nearly all scientists, scientific organizations, and governments is that climate change is happening and is caused by human activity, a small minority of voices questions the validity of such assertions and prefers to cast doubt on the preponderance of evidence. Climate change deniers often claim that recent changes attributed to human activity can be seen as part of the natural variations in Earth's climate and temperature, and that it is difficult or impossible to establish a direct connection between climate change and any single weather event, such as a hurricane. While the latter is generally true, decades of data and analysis support the reality of climate change and the human factor in this process. Most economists agree that acting to reduce fossil fuel emissions would be far less expensive than dealing with the consequences of not doing so.

3.3 Approaches for Enhancing Climate Resilience at the Sub-National Levels

24. Climate change impacts are likely to undermine planned development outcomes in a number of countries, and pose significant challenges for the resilience of many livelihoods and ecosystems. Development planning responses play an important role in addressing these challenges, and integrating climate change resilience into these responses is fast emerging as a major policy agenda item for national and Sub-National administrations. As climate change is mainstreamed into national strategic processes, it is important to have an alignment with sectoral, local and regional strategies (e.g., for the coastal zones, the Mekong river basin), which provide networks for implementation.
25. The primary climate-related policy framework for adaptation is the National Adaptation Programme of Action (NAPA, published in October 2006) which supports the government's development objectives as outlined in the Rectangular Strategy. NAPA's priorities are to be integrated into national sectoral or local development plans. Most NAPA projects are related to agriculture, water resources, rural development and human health. The Strategic National Action Plan for Disaster Risk Reduction 2008 – 2013 (SNAP) is another entry point for mainstreaming climate change. Climate change impacts pose potential challenges to the achievement of development targets set in the National Strategic Development Plan (NSDP), and could in fact reverse the achievements of national development programmes to date. The entry point for mainstreaming climate change into national development processes starts with capturing climate change in national and Sub-National development plans.
26. The Ministry of Environment leads the current process of developing the Cambodia Climate Change Strategic Plan (CCCSP), which determines the strategies for adaptation and mitigation. As climate change is mainstreamed into national strategic processes, it is important to have an alignment with sectoral, local and regional strategies (such as for the coastal zones and the Mekong River Basin).
27. The extent of potential losses depends on the type of hazard, the degree of vulnerability, and individual and collective responsive capacity. Detailed assessments of local hazards, vulnerabilities and capacities are a pre-condition for a successful planning process at the various Sub-National levels. Such assessments must be done through collaboration and sharing of knowledge through local

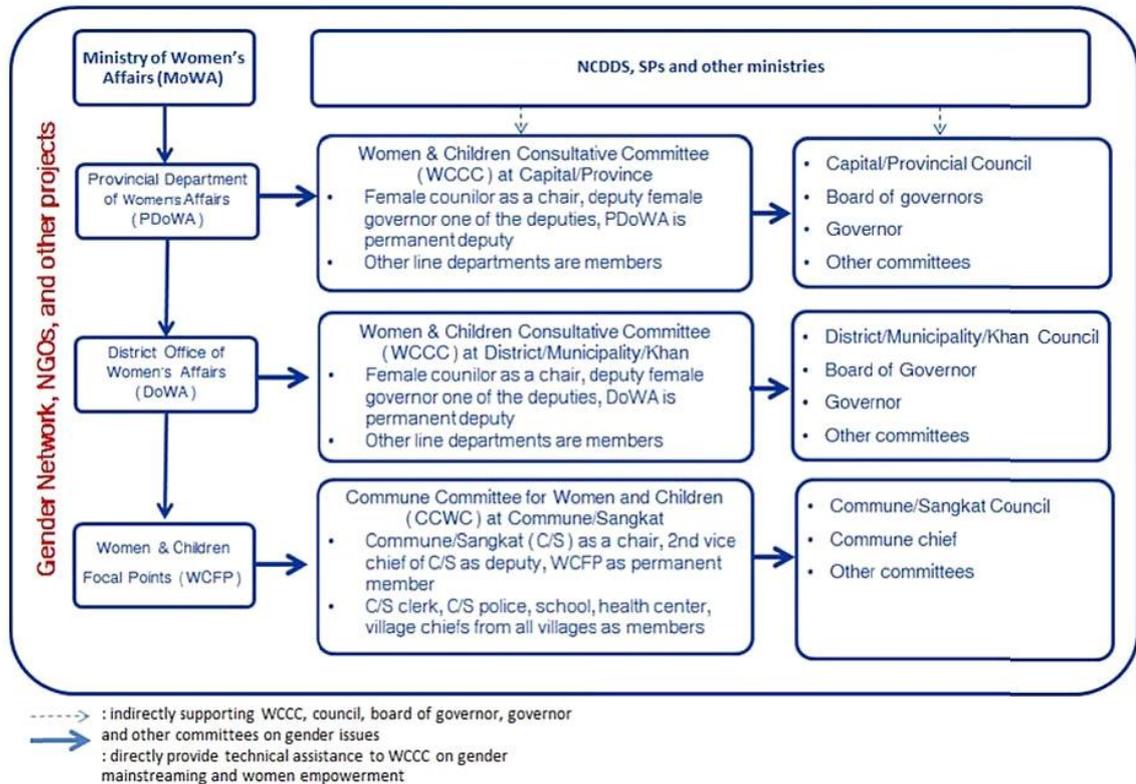
branches of the line ministries, relevant agencies like the National Committee for Disaster Management (NCDM), and the Sub-National authorities.

28. The Strategic Framework for Decentralization and De-concentration under the National Programme for Sub-National Democratic Development (NP-SNDD) 2010-2019 provides important entry points for climate change mainstreaming at the Sub-National and local levels. Agriculture and water are very important sectors for national development, and are key in addressing climate vulnerability. The Agriculture Strategic Development Plan 2009-2013 aims to increase agricultural production, diversify agriculture, and expand the agro-industry. In 2010, the government approved a policy paper on rice production, aimed at promoting agriculture at a pace and scale that will strengthen the foundations of economic growth, accelerate poverty reduction, and improve livelihoods. There is untapped potential in Cambodia's rice paddies, and the government intends to turn the country into a major exporter of this "white gold".
29. For the future implementation of the CCCSP and the effective mainstreaming of climate change at national and Sub-National levels, it will be important to develop enhanced institutional coordination mechanisms between the various ministries involved.

3.4 Gender Mainstreaming

30. The 10-year National Programme for Sub-National Democratic Development and its first 3-years Implementation Plan (IP3) call for promoting gender equality and the empowerment of women in local governance through equal participation and access for women and men to leadership and decision making positions, and to resources and services. The Gender Strategy of IP3 focuses on four main policy areas:
 - Promoting gender awareness in all aspects of institutional, organizational, programming, administrative functions of the Sub-National authorities
 - Developing capacity in gender mainstreaming
 - Promoting women's representation, leadership and decision-making positions
 - Enhancing communication about gender mainstreaming and women's empowerment

Mechanism for Sub-National Gender Mainstreaming



(MOWA and NCDD-S, June 2013)

31. The roles and responsibilities of key stakeholders are as follows: ³

NCDD-S:

- Ensure that the annual work-plan and budget of each sub-program has been discussed, commented on and agreed by MOWA in terms of gender mainstreaming prior to submission to NCDD for approval
- Ensure that all policies and legislation prepared by the implementing agency of each sub-program contribute to mainstreaming gender and empowering women
- Ensure that officers, advisors/consultants, and contracted staff recruited to work in the sub-programs have appropriate knowledge and experience regarding gender mainstreaming and women's empowerment
- Promote close collaboration and exchange of information regarding gender mainstreaming and women's empowerment between sub-programs and with MOWA
- Provide technical support/backstopping and financial support to carry out work related to gender mainstreaming and women'd empowerment in the sub-programs
- Monitor progress of gender mainstreaming and women's empowerment in each sub-program through the work of the M&E and Information Division of the NCDD-S.

³ The remainder of this section is quoted from MOWA and NCDD-S (June 2013)

- Ensure that at least 30% of recruited officers, advisors/consultants and contracted staff are women at both national and Sub-National levels
- Ensure that the terms of reference of advisors/consultants and contracted staff include responsibilities on gender mainstreaming and women's empowerment.
- Ensure that officers working in each sub-program have been trained on gender mainstreaming and women's empowerment
- Ensure that there is a Gender Audit in the course of IP3

MOWA:

- Work closely with NCDD-S to review and comment on gender mainstreaming in the draft annual work-plans and budgets of each of IP3's sub-programs
- Coordinate and work closely with the sub-programs to provide technical support/backstopping on gender mainstreaming and women's empowerment
- Support and coordinate with the Provincial Department of Women's Affairs (PDoWA) as the permanent vice chief of provincial Women and Children Consultative Committees (WCCC) in implementing gender mainstreaming and women's empowerment at Sub-National levels
- Collaborate with NCDD-S to coordinate gender mainstreaming and women's empowerment in IP3 with Public Administration Reform and Public Financial Management Reform
- Work with the M&E and Information Division of NCDD-S to monitor progress of gender mainstreaming and women's empowerment in IP3's sub-programs and provide recommendations to NCDD

IP3 sub-programs:

- Initiate and implement gender mainstreaming and women's empowerment in all activities of the sub-programs – in accordance with the IP3 Gender Strategy and with comments and revisions as agreed in each sub-program document
- Request needed technical support and collaboration from the gender team of MOWA and NCDD-S from the start of the activity
- Establish linkages with the respective ministry's Gender Mainstreaming Action Group (GMAG) in order to strengthen coordination and collaboration regarding gender mainstreaming and women's empowerment
- Regularly follow up progress on gender mainstreaming and women's empowerment in sub-program implementation, and include progress reporting in monthly, quarterly and annually meetings of NCDD-S

Provincial Department of Women's Affairs (PDoWA):

- Support, coordinate, and conduct research to inform and provide comments to the Women and Children Consultative Committee on issues concerning women, children and youth

Women and Children Consultative Committees (WCCC):

- Provide advice and recommendations to the Councils, Boards of Governors, governors, and other committees of commune/sangkat Councils on issues related to gender equality, women, youth and children within the authority, functions and duties of the councils

4 Management of Climate Resilience

4.1 Basic Terms and Concepts

32. Local communities have noticed changes in their natural surroundings and the climate. Frequent floods, more intense and prolonged droughts, salt water intrusion along the coast, extreme heat and typhoons, and shifts in rainfall patterns all have significant consequences on lives and livelihoods of communities who depend on natural resources and agriculture. During the past decade, Cambodia has experienced several natural disasters and has been impacted by unusually severe and more frequent storms (such as the tropical storm Ketsana), and regular floods and droughts, leading to the loss of many human lives and causing substantial damage to private properties and public investments.
33. Disaster risk reduction is the concept and practice of reducing disaster risks through systematic efforts to analyze and reduce the causal factors of disasters. Reducing exposure to hazards, lessening vulnerability of people and property, wise management of land and the environment, and improving preparedness for adverse events are all examples of disaster risk management. Disaster risk management or reduction as a conceptual framework of elements considers the possibilities to minimize vulnerabilities and disaster risks throughout a society, i.e. to avoid (prevention) or to limit (mitigation and preparedness) the adverse impacts of hazards within the broader context of sustainable development.

34. It is important to understand some concepts as explained below:

Adaptation capacity refers to individual and/or collective strength and resources that can be accessed to allow individuals and communities to reduce their vulnerability to the impact of hazards. These capacities can either prevent or mitigate the impact of a given hazard, or prepare the community to respond to the impact better (readiness).

Resilience refers to the capacity of a system, community or society potentially exposed to hazards to adapt via either resisting or changing in order to reach and maintain an acceptable level of function and structure. This is often determined by the degree to which the social system is capable of organizing itself to increase its capacity for learning from past disasters to improve risk reduction measures.

Adaptation and resilience: The simplest way to understand the difference between adaptation and resilience building is to look at adaptation as the '*what to do*' to lower vulnerability to climate change: e.g.. increasing householders' water storage capacity. Resilience building can be looked at as the '*how to*' - designing and/or delivering the adaptation to bring forward development value in the context of systems, community, and/or society: e.g., establishing a community-managed emergency water storage facility. There are six key characteristics to this '*how to*' to consider: i) scale, ii) robustness, iii) timeliness, iv) redundancy, v) flexibility, and vi) self-organization.

4.2 Disaster Management in Cambodia

35. The National Committee for Disaster Management (NCDM) is the national agency responsible for providing emergency relief and developing preventive measures to

reduce loss of life and property from disasters. The NCDM was established in 1995 as an inter-ministerial body comprised of members from relevant ministries and the armed forces. Further, committees for disaster management have been established at the province and the district level. In 2006, the Royal Government of Cambodia issued a Royal Decree for the establishment of Commune Committees for Disaster Management (CCDMs) to strengthen local level institutional systems. The Law on Disaster Management was promulgated in June 2015.

Box 2: The Law on Disaster Management

The Law on Disaster Management

(promulgated in June 2015) (NS/RKM/0715/007)

- The objective of this law is to regulate disaster management in the Kingdom of Cambodia. Its provisions cover disaster risk reduction, disaster preparedness, emergency response, and post-disaster recovery.
- The National Committee for Disaster Management (NCDM) is established as the apex body to lead, administer and coordinate all disaster management activities.
- Hereby, the NCDM shall liaise with the various ministries via focal points in each ministry. Sub-National Committees for Disaster Management are promulgated at the city, provincial, town, district and commune levels.

36. The Committees' key functions and responsibilities are:
- managing data about disaster risks and reporting on disaster situations
 - proposing the level of resource reserves for disaster interventions and emergency responses
 - providing capacity building and human resource development for disaster management
 - coordinating implementation of disaster management policies
 - exchanging and sharing information
 - coordinating and mobilizing resources for disaster response
37. Since 2000, activities have been initiated to address disaster risk management in general, and some more specifically for flood risk management, severe drought, and typhoons. Keyline ministries and other committees have been involved in specific activities, as follows:
- (i) The Ministry of Water Resources and Meteorology (MOWRAM) plays a significant role in managing floods, and is of particular importance in weather and flood forecasting so that early warnings can be issued through its department of Hydrology and Meteorology. It also has responsibility for implementation of various structural measures that reduce the impacts of floods.
 - (ii) The Mekong River Commission (MRC) has recently established a fully operational regional flood forecasting center in Phnom Penh, and also provides related technical products and services.

- (iii) A series of small-scale community based projects have been implemented in selected locations to build capacity in flood preparedness at provincial, district and commune levels.
 - (iv) The National Committee for Disaster Management (NCDM) has been supported under the ADB-funded Emergency Food Assistance Project (EFAP) 2008-2010 to build capacity to respond to food emergencies through enhancing the information system.
 - (iv) The NCDM received support under the Ketsana Emergency Reconstruction and Rehabilitation Project (KERRP) funded by the World Bank to prepare risk maps, build information and early warning systems, and prepare building codes that are appropriate for flood-prone areas.
 - (iv) MOWRAM is being supported under the Water Resource Management Sector Development Programme (WRMSDP) to promote integrated water resource management (IWRM) and adaptation to climate change. This will strengthen the strategy, policy and legal framework for IWRM and improve the coordination and cooperation with other ministries and agencies.
 - (iv) The Strategic Programme for Climate Resilience (SPCR) for Cambodia, which was approved in June 2011, supports a range of interventions contributing to climate change adaptation, disaster resilience and emergency management.
38. Based on lessons learned from responses to the 2000 flood and the Ketsana Typhoon in 2009, a review of NCDM's capacity was undertaken in 2009. It was agreed across government ministries, development partners, and the NGO community that the key areas with regards to disaster management that need strengthening are as follows:
- (a) **Policy and legal development and implementation** to provide official guidance and clarity to the disaster management actions needed at all levels (central down to commune). Both the Policy and draft Law on Disaster Management are yet to be approved by the Council of Ministers.
 - (b) **Disaster preparedness and emergency response** – fiscal constraints continue to hamper disaster emergency management activities by NCDM. The funding for NCDM tends to be ad hoc, and there is no systematic funding for the development of a robust preparedness and response capacity. Funding is more likely to be released during and after a disaster. Hence there is a need to establish systematic programme and match it with regular funding.
 - (c) **Disaster Management Information System (DMIS)** – lessons from the 2000 flood, Ketsana in 2009, and the 2011 flood, highlighted the need for improving inter-agency or inter-organizational coordination to deal with disasters. NCDM needs assistance to improve its systems, procedures and capacity to prepare reports on damage and needs assessments.
 - (d) **Public awareness and Early Warning Services:** While local communities and authorities are already aware of flood disasters, little has been done to develop a systematic preparedness strategy. NCDM has not been engaged in a public awareness programme and does not have a public awareness strategy or plan, which is a fundamental requirement. Hence, a priority need is to develop a medium-term strategy for improving public awareness and preparedness, including the provision of financial and technical capacity to implement the strategy.

- (e) **A comprehensive disaster management strategy** – to articulate analysis and planning for a wide range of issues corresponding to all aspects of disaster management. Despite a number of key government policies and pronouncements recognizing the importance of disaster management, there is only limited adoption in practice due to a lack of resources and capacity. While some government ministries are already implementing disaster risk reduction activities and projects, their efforts are largely uncoordinated. This highlights the need to develop the capacity of NCDM to take the lead in strong coordination.

4.3 Climate Resilience: Linking CCA and DRR

39. ADB is supporting integrated and complementary proposals to address DRM issues at the policy level, NCDM Secretariat (NCDM-S) level, and provincial level. It has also established a grant project, Community-Based Disaster Risk Reduction, to complement planned institutional strengthening efforts to institutionalize community-based disaster risk reduction and coordination through localized structures at the district and commune levels.
40. ADB has held discussions with government ministries, civil society organizations, development partners, and other stakeholders, and has reached a consensus on the need to strengthen the disaster management and coordination system. Following a fact-finding mission in 2013, a memorandum of understanding was signed with the **Senior Minister in charge of the Special Mission and first Vice-President of the NCDM**, agreeing on the TA project's impact, outcome, outputs, cost, implementation arrangements, and terms of reference for consulting services.
41. Under the simultaneous grants project, Community-Based Disaster Risk Reduction, the capacity for disaster management at the commune level will be improved through the provision of technical and operational support to the members of the commune council, especially the Commune Committees for Disaster Management (CCDM).
42. Target communes affected by the 2011 and 2013 floods have been provided with intensive capacity building and operational support. To complete the different DRR and CCA roles and functions of the CCDMs and to ensure efficient implementation of planned DRR and response activities, commune councils are trained on basic community-based DRR: how to conduct hazard, vulnerability, and capacity assessments; establishment of early warning systems; evacuation and camp management; basic sanitation and health; awareness raising and behaviour change communication; plan and budget preparation; emergency response; damage needs assessment; and other areas which may be useful for reducing disaster impacts.
43. There are numerous opportunities to link DRR activities and CCA activities on Sub-National levels through ADB projects with the NDCM and NCDD-S. An enhanced cooperation on climate resilience investment matters that are beneficial for direct disaster response, as well as for medium or long-term climate adaptation, should be actively pursued.

5 Mainstreaming Climate Change Resilience in Local Planning

44. Mainstreaming climate change adaptation (CCA) and disaster risk reduction (DRR) is a process of considering risks arising from climate change and disasters, leading to a designed intervention that adjusts activities and approaches to address these risks. Within the context of Commune/Sangkat Development Planning, Commune/Sangkat Investment Programmes and project implementation, mainstreaming of climate change and disaster risks ensures the sustainability of investments and protects livelihoods. Mainstreaming CCA and DRR can therefore ensure that development planning and investment programs address identified risks both now and in the future. Mainstreaming CCA and DRR into any development initiative can increase the positive impact of interventions in climate-vulnerable sectors such as water resources, agriculture, infrastructure, livelihoods and health.
45. Mainstreaming CCA and DRR into the Sub-National Planning Processes involves identifying new projects to strengthen local resilience against changing climate and natural disasters. It also involves assessing all identified projects as to whether they are vulnerable to changing climate conditions and weather-related disasters. Based on such assessments, some projects will require modifications in their project design to increase resilience towards changing weather conditions during their lifespan.
46. Initial estimates of climate change impacts for Cambodia are a loss of around 1% of the annual Gross Domestic Product (GDP) by 2030, and this will reach 3.5% by 2050, if no adaptation measures are taken. The main priority sectors contributing to these losses are expected to be agriculture, health (climate-sensitive diseases), water resources, infrastructure, loss and damage to people/property from extreme events, and losses in the energy sector.
47. Not all changes can be attributed to climate change alone. Human activities also have a considerable direct impact on the natural environment:
 - The higher frequency of floods, for instance, often has multiple reasons. Deforestation, compacting of agricultural land, and sealing of land (e.g., by roads or buildings) have a massive impact on water run-off during rain events and can contribute substantially to flooding.
 - Excessive extraction of groundwater has an impact on groundwater availability and contributes to drought events. It also plays a major role in seawater intrusion and salinization of agricultural land.
 - Along the Mekong and the Tonle Sap, hydropower dams will have a considerable impact on available water resources and the flood regime. This may have beneficial impacts during the dry season, including less flooding and a possible higher water availability; but, on the other hand, these dams may potentially restrict water availability and the flood pulse during the wet season.

5.1 The Local Planning Process

48. The Local Planning Process (LPP) focuses on local community plans (commune and village level), aiming to study and analyze economic and social issues and challenges, local administration management and security, natural resources

management and cross-cutting issues such as gender mainstreaming, poverty reduction, and natural resources and environmental issues. The LPP is divided into two parts: (i) The Commune/Sangkat Development Plan (CDP); and (ii) the Commune/Sangkat Investment Programme (CIP), a 3-year rolling plan.

49. In March 2001, the Organic Law, including the Law on the Administration Management of Commune/Sangkat; and the Law on the Election of the Commune/Sangkat Council, was adopted. Based on this Law elections for the Commune/Sangkat Councils were held in February 2002. The RGC called this new policy a Decentralization and De-concentration (D&D), as indicated in the 2001 Organic Law. From February 2002, governance at commune/sangkat level was substantially changed. The administration created by this election was the means to transfer governance ownership from the central to the local level, with the new councils better representing the interests of their local communities, and being responsive and accountable to them.
50. The inter-ministerial Prakas of the Ministry of Interior and the Ministry of Planning No. 2423 PRK, dated July 3rd, 2007, on the preparation of C/S Development Plans and C/S Investment Programmes stated that “the Ministry of Interior and Ministry of Planning should collaborate in preparing and disseminating the guideline on the preparation of C/S Development Plan and C/S Investment Programme following article 11 and 12 of this Prakas”.

5.2 Commune/Sangkat Development Planning

51. A good plan is a plan that includes the strategies necessary to achieve its objectives and responds to the needs of communities.
52. Every year, each commune or sangkat has its own budget. In order to utilize this budget effectively, the C/S councils must consider the following key points:
 - *What are the most prioritized needs for the C/S?*
 - *What does C/S want to achieve within the next 5 years?*
 - *What does the C/S expect to achieve with the resources available in the next 5 years?*
 - *What kinds of services does the C/S want line departments/sectors to provide for their people?*
 - *What can the C/S do in order to ensure good management and implementation of the projects?*
 - *Which citizens can contribute to the project, and how?*
53. The CDP lasts for 5 years. When preparing it, C/S councils must take into account strategies for the development of physical infrastructure and non-infrastructure which will contribute directly to improve the living standard and well-being of citizens, according to the prioritized needs of their communities.
54. CDPs also need to consider the sustainability of investment projects, taking into account the budget and the labour to be mobilized to secure operation and

maintenance. For example, in planning a village road, the C/S must consider who will maintain the road, how, and where the funding will come from.

55. Because C/S funds can respond to only some of the prioritized needs of citizens, C/S councils have to send their plan to provincial line departments, NGOs and donors to ask for support.
56. Under the system introduced in 2004, new style Local Plans replaced the old development plans, known as either Local Plans or Unitary Development Plans. It is important to note that Local Plans prepared since the 2004 Act are very different from those prepared before it. While the pre-2004 documents consisted of one document containing all the local planning policies, along with a map, the 2004 Act introduced a requirement for an accompanying 'folder of documents'. However, the Government is keen to keep the system simple by minimizing the number of documents that local planning authorities prepare,. By law the Local Plan has to contain:
 - A core strategy
 - A site allocations development plan
 - A proposals map

If there is a need, the local plan could also contain:

- Area action plans
 - A development management plan
 - Other development plan documents that provide policies on key issues in a locality that need to be given full statutory weight in the planning process
 - Supplementary planning documents that provide non-statutory guidance on important local issues, such as design
57. The Local Plan, along with any Neighbourhood Development Plans, provides the basis for determining planning applications and future development in the area. The different documents in the Local Plan should include policies and proposals about land use and spatial planning. The National Planning Policy Framework (NPPF) states that when deciding planning applications, a 'presumption in favour of sustainable development' should apply.
 58. Local authorities should engage local people in preparing their Local Plans, to produce policies that truly reflect the views and aspirations of the community.
 59. All stakeholders should contribute to policies and proposals that intelligently address issues such as:
 - The countryside
 - The environment and landscapes
 - Policies and proposals about conservation
 - Energy
 - Natural resources, such as water
 - Housing
 - Design and heritage

- Transport
- Quarries

5.2.1 The Sangkat Development Planning and Investment Programme Process

60. Mainstreaming climate change adaptation and disaster risk management into Sub-National planning processes means that new projects can be identified to strengthen local resilience against changing climate and natural disasters.
61. The Commune/Sangkat Election Law and the Law on Administrative Management of Communes/Sangkats require that the Commune/ Sangkat chiefs take the lead in organizing an initial meeting with the councillors, guided by the Ministry of Interior. This first meeting mainly focuses on creating Commune/Sangkat Committees, establishing internal rules for the Commune/Sangkat, and preparing a work plan for Commune/Sangkat members. Commune/Sangkat Chiefs communicate with Commune/Sangkat Support Officers at the District/Municipality to coordinate and support the processes of developing its 5-year Development Plan and its 3-year Rolling Investment Programme.
62. Preparation of the Commune/Sangkat 3-year Investment Programme involves transforming the Commune/Sangkat Development Plan into activities or actual services, taking into account the cost implications, to enhance public service delivery and overall development in the community.

5.2.2 The Commune Development Planning and Investment Programme Process

63. Climate change presents potential challenges for Cambodia in attaining sustainable development. Cambodia is a country regularly exposed to natural disasters, and the foreseen impacts of climate change are likely to increase in terms of droughts and floods, and the intensity of tropical storms. Recent studies for Southeast Asia found Cambodia to be one of the most vulnerable countries in the region.
64. Sub-National climate change adaptation and disaster risk management has yet to be integrated into Sub-National policy, planning and budgeting processes. There are a number of obstacles to this, including a lack of budget, limited understanding of climate risks, and a lack of technical capacity. In particular, the current guidelines for the preparation of the Commune/Sangkat Development Plans and Commune/Sangkat Investment Programmes do not address issues of climate change and disaster risk management.
65. According to article 5 of sub-degree #219 dated 14th December 2009, the preparation of a Commune/Sangkat Three-Year Rolling Investment Programme must follow these key principles:
- 1 Information dissemination
 - 2 Transparency

- 3 Consistency and harmonization
- 4 General consultative participation
- 5 Responsiveness to needs
- 6 Democratic accountability
- 7 Socio-economic effectiveness and accuracy
- 8 Natural resources and environment sustainability
- 9 Equity

Differences Between the Old and the New Planning Process

<p>Old Version:</p> <p>Chapter 1: C/S socio-economic situation</p> <ol style="list-style-type: none"> 1.1. Key C/S Information 1.2. C/S Map 1.3. Current C/S Situation and Constraint <ol style="list-style-type: none"> 1.3.1. Economic 1.3.2. Social 1.3.3. Natural Resource and Environment 1.3.4. Administrative and Security 1.3.5. Gender <p>Chapter 2: Development Framework</p> <ol style="list-style-type: none"> 2.1. Development Needs 2.2. Development Goals 2.3. Development Strategies 2.4. Prioritized Activities and Estimated Costs <p>Chapter 3: Monitoring and Evaluation</p> <p>Appendix</p>	<p>New Version:</p> <p>Chapter 1: General Situation and Constraint within the Commune</p> <ol style="list-style-type: none"> 1.1. Summary of the key data in Commune 1.2. Current C/S Situation and Constraint <ol style="list-style-type: none"> 1.3.1. Economic 1.3.2. Social 1.3.3. Natural Resource Environment and Climate Change Adaptation 1.3.4. Administrative and Security <p>Chapter 2: Project Activities of the Three-Year Rolling Investment Program</p> <ol style="list-style-type: none"> 2.1. Summary Table of Fund Sources 2.2. Project under is implementing 2.3. Project that has budget support 2.4. Project Priority Activities without budget support 2.5. The table of the Administration Services 2.6. Table on the legality issues letter <p>Chapter 3: Monitoring and Evaluation of the CIP Implementation</p> <ol style="list-style-type: none"> 3.1. Monitoring and Evaluation Framework 3.2. Division of Roles and Responsibilities for Key Stakeholders on Monitoring and Evaluation 3.3. Result of the Monitoring and Evaluation of the CIP implementation <p>Appendix</p>
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66. Planners must follow the planning procedures outlined in the official guidelines. In order to integrate issues of climate change adaptation and disaster risk management into the process, a few additions to the overall process are necessary.

67. Following the general procedure for development planning at the Commune/Sangkat level, mainstreaming of climate change adaptation and disaster risk management would require a more detailed situation analysis.

5.2.3 The Three Steps of the Planning Process

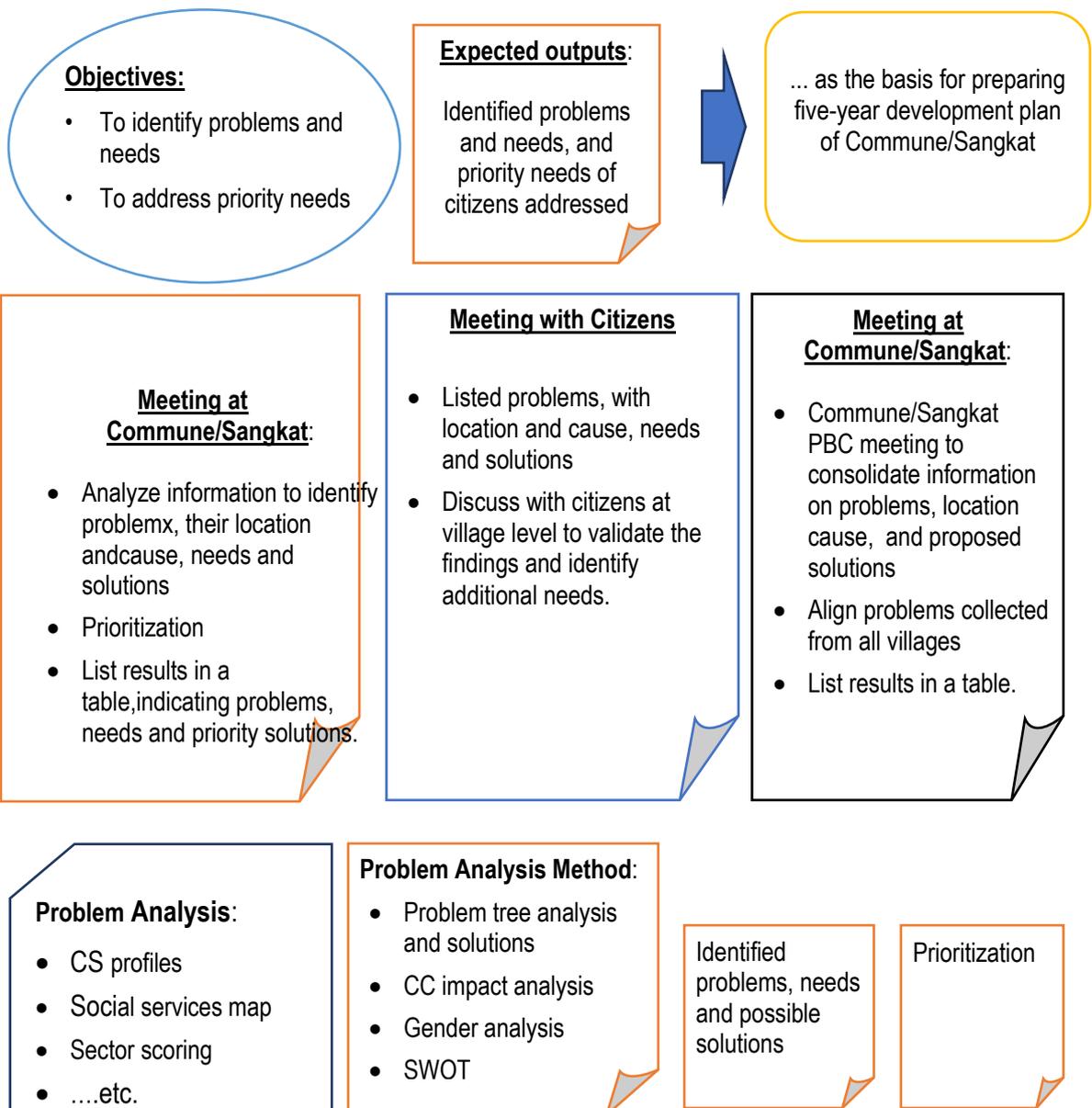
68. Under new updated guidelines there are now three steps in preparing and developing a Commune/Sangkat Development Plan:

Step 1: Situation analysis and identification of Commune/Sangkat development needs

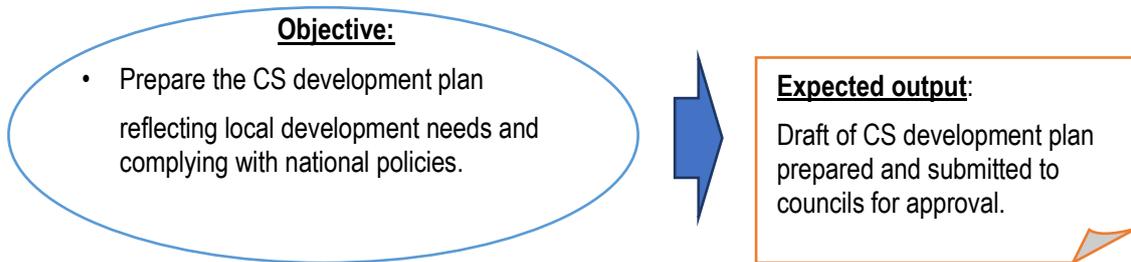
Step 2: Preparation of draft CS Development Plan

Step 3: Review, approval and dissemination of CS Development Plan

Step 1: Situation Analysis and Identification of Priorities



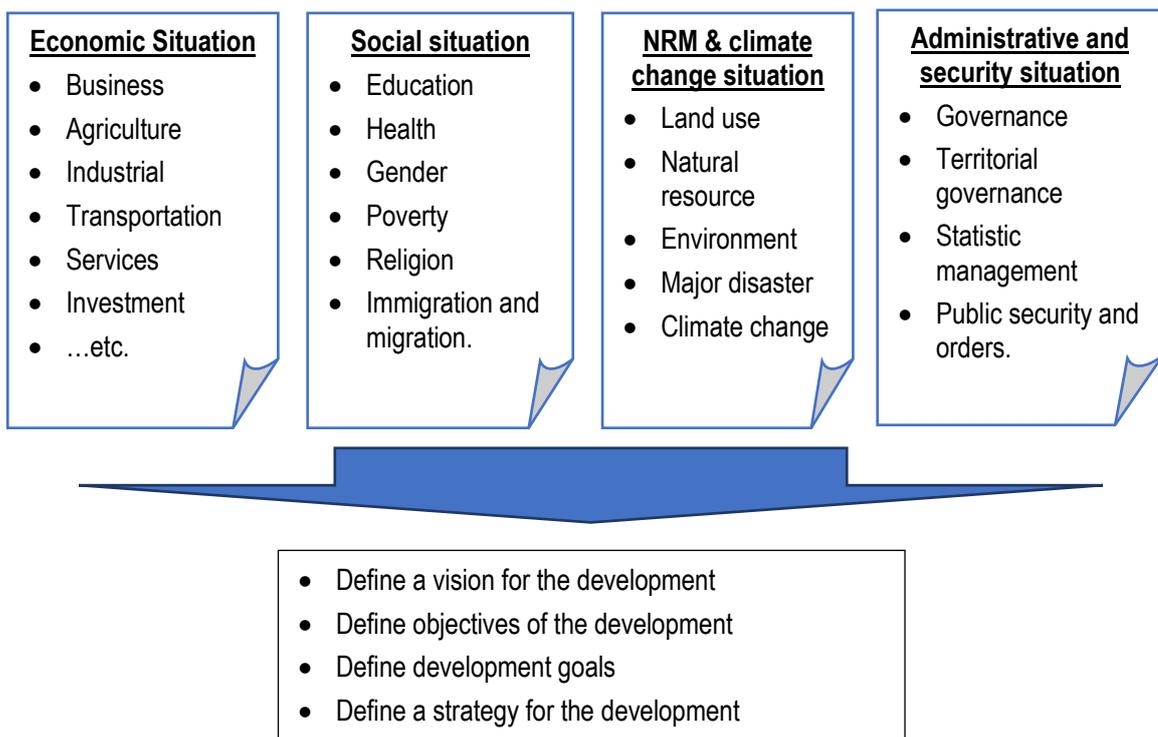
Step 2: Preparation of Draft CS Development Plan



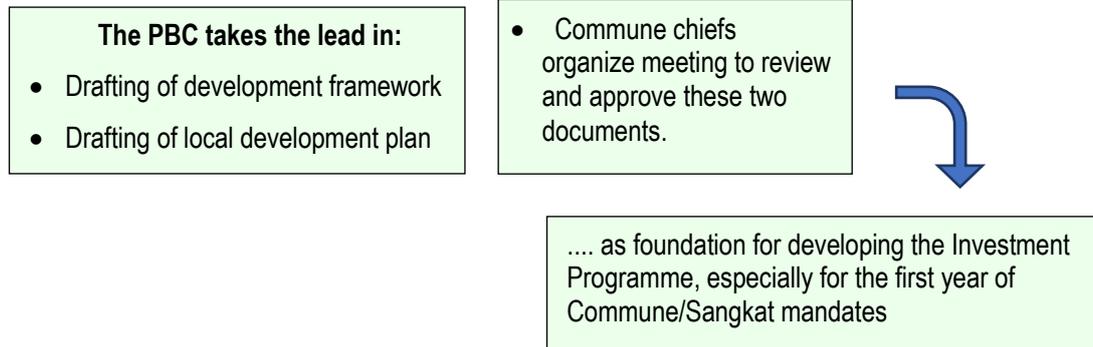
Detailed planning process of Step 2:

- ✓ Preparation social-economic profile of Commune/Sangkat
- ✓ Drafting of Commune/Sangkat development framework
- ✓ Preparation of five-year development plan
- ✓ Review and approval of development framework and local development programme
- ✓ Preparation of monitoring and evaluation framework
- ✓ Drafting of Development Plan Manual/Paper
- ✓ Consultative meetings
- ✓ Review and comments

69. Based on the priorities established in Step 1, the Planning and Budgeting Committee (PBC) members review and analyze the following:



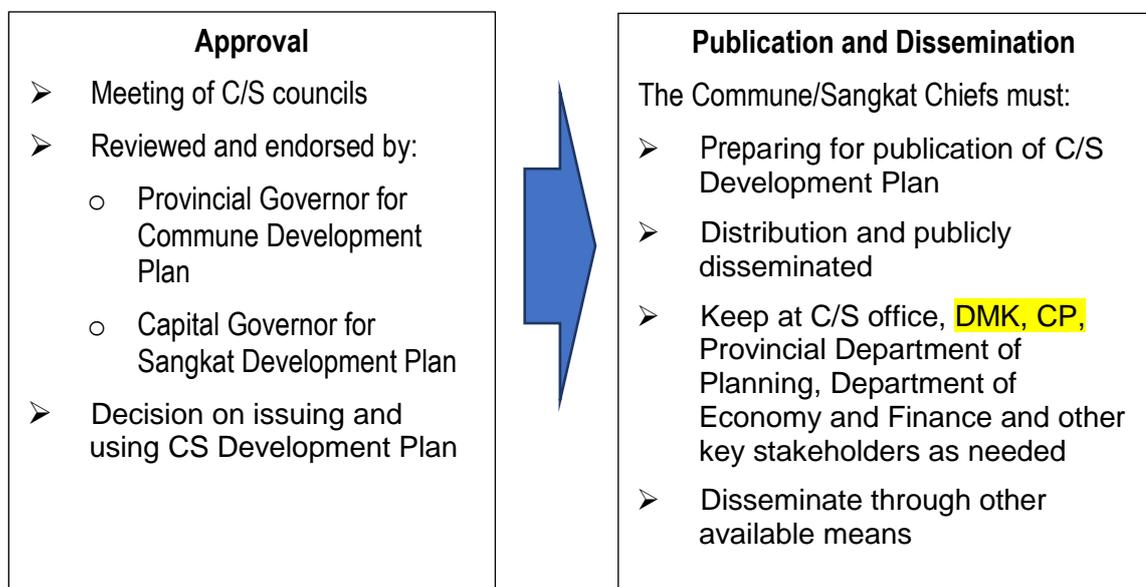
70. According to the results of the situation analysis outlined above, the PBC members and stakeholders prepare an investment framework and a public services delivery framework, and issue the necessary legal frameworks.



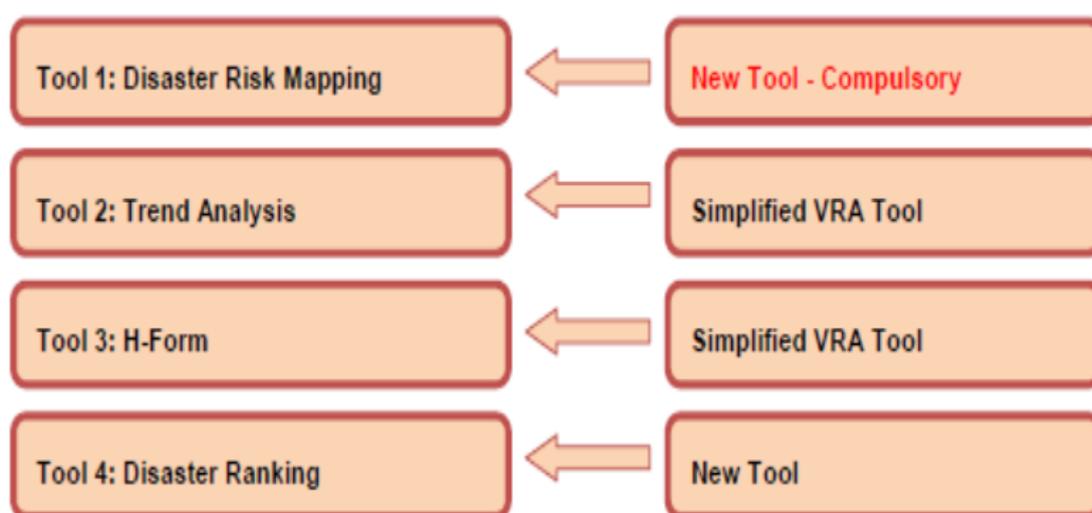
71. When the PBC has finished it reviews and approved the development framework and investment framework, Commune/Sangkat Chiefs ask PBC members to prepare (i) the monitoring and evaluation of the development framework; and (ii) the local development framework (this includes 1. investment framework, 2. A public services delivery framework, and 3. the issuance of a legal framework). Furthermore, the Commune/Sangkat council members are responsible for monitoring and evaluation of its CS Development Plan, including:

- Annual evaluations, through the preparing and implementing of the investment programmes
- Evaluation at the mid-term of the mandate of the Commune/Sangkat councils
- Evaluation 6 months before the ending of Commune/Sangkat mandate

Step 3: Review, approval and dissemination of the CS Development Plan



72. After the Capital and Provincial Governors have approved the C/S Development Plan, the C/S councils, PBC members and key stakeholders continue to develop the 3-year C/S Investment Programme and update it every year.
73. In order to mainstreaming climate change adaptation and disaster risk measures into the local planning procedures, the tools shown below are proposed to complement the assessment of problems and needs and to identify appropriate solutions. The use of these tools will enable the planning team to identify problems and constraints affecting the Commune/Sangkat related to climate change and weather-related disasters. As the local situation varies from one place to another, some Communes/Sangkats are more severely affected by climate change and weather-related disasters. Therefore, not every tool is necessary and applicable for each location.



74. A more detailed assessment will be necessary if the Commune/Sangkat is known to have a high vulnerability to climate change and weather-related disasters. As the Commune/Sangkat Development Plan will also serve as a basis for the formulation of the Commune/Sangkat Investment Programme, some tools will be used in the situation analysis for both. Disaster Risk Mapping is necessary for the climate change and disaster risk 'proofing' of investment projects (Project Vulnerability Classification), identifying those projects which might be affected by climate change or weather-related disasters.
75. Each Commune/Sangkat Development Plan must contain a Disaster Risk Map. Tool 2, 3 and 4 are not compulsory, but documentation of the results of these may be attached to the final Commune/Sangkat Development Plan. A profound situation analysis is the basis for any development planning. Assessment of the overall local situation helps to understand the challenges the community is facing as well as its strengths and capacities, and the opportunities for future development. Based on this assessment, the development vision, goals and objectives can be formulated.
76. The Commune/Sangkat Investment Programme is formulated on the basis of the Commune/Sangkat Development Plan. Each Development Plan should contain a detailed situation analysis and provide the development framework. Based on the

results of the detailed situation analysis and under consideration of the development framework, investment projects will be identified.

77. A screening process should be introduced to identify those investment projects which might be affected by climate change or other weather-related disasters, and to assess the gravity of the affectedness. The main guiding principle has to be to protect the country's infrastructure against weather-related impacts.
78. Each sector will need to determine whether the proposed projects are likely to be affected by climate change or weather-related disasters during the lifetime of the project. The design of such projects can then be adjusted to cater for the climate change and disaster impacts. A simple Project Vulnerability Classification is used to assess whether the location of each investment project is within a known disaster risk zone. The Disaster Risk Map is a tool to facilitate this process. Each project will be classified based on simple criteria as 'no risk', 'low risk', 'medium risk', or 'high risk'. The classification shall be communicated to stakeholders responsible for the design and implementation of the project, and used during the design phase to minimize the risks impacting public investments and guarantee the project's sustainability.
79. New investment projects which have been designed to strengthen resilience against impacts from climate change, weather-related disasters or extreme weather events (e.g. coastal protection, riverbank protection measures, top-up rural roads and rehabilitation of community ponds and canals), should be clearly marked as climate change adaptation projects, as they require specific design considerations and assessments prior to implementation (and may qualify for dedicated funding).

5.2.4 Planning Tools

80. Planners (in the Planning and Budgeting Committee) and stakeholders should follow the planning procedures outlined in the official guidelines. However, mainstreaming of CCA and DRR into commune/sangkat planning will require some additional procedures. In particular, the preparation of the 5-year Development Plan at the Commune/Sangkat levels requires a more detailed situation analysis. The following additional tools are proposed for use during the situation analysis:
 - Disaster Risk Mapping
 - Trend Analysis (simplified VRA tool)
 - H-Form (simplified VRA tool)
 - Disaster Ranking.
81. As the local situation varies from one place to another, some communes/sangkats are more severely affected by climate change and weather-related disasters. Therefore, not every tool might be necessary and applicable for each location. A more detailed assessment is necessary in communes/sangkat known to have a high vulnerability towards climate change and weather-related disaster. Below is a description of the use of each of the four tools.

Tool 1: Disaster Risk Mapping

82. Disaster Risk Mapping (DRM) is a compulsory tool to be used for the situation analysis during the preparation of the Commune/Sangkat Development Plan and the Commune/Sangkat Investment Programme. The DRM should be updated annually as part of the preparation of the Commune/Sangkat Investment Programme.

Objective of the Disaster Risk Mapping

83. The objective of this mapping exercise is to document local knowledge about changes in climate, natural disasters, and their impacts. This information will be used to assess investment projects in terms of their risk of being affected by weather-related disasters now and during their lifespan.

Preparation, process and who should be involved

84. All PBC members should participate. It is recommended to invite additional participants (district/municipality officers), NGOs, and community-based organizations which are especially knowledgeable about the natural environment. It is suggested to prepare the following materials:

Option 1

- Printout of a base map⁴ (e.g., topographic maps, high-resolution aerial photographs including administrative boundaries, rivers and roads, or a commune/village land use map)
- Several coloured markers
- Tape

Option 2

- Sheets of chart paper (taped together)
- Several coloured markers
- Tape

Process of Conducting Disaster Risk Mapping

85. There are four steps in conducting DRM. PBC members, key stakeholders, and local residents should be fully involved in the process.

Step 1

86. To start the mapping process, a general outline of the area is required. Therefore, participants should draw the boundaries of the areas and the natural features (e.g., rivers, lakes, forests, conservation areas, ponds). If a base map already exists, the information on the map should be carefully verified, and additions or corrections made as necessary.

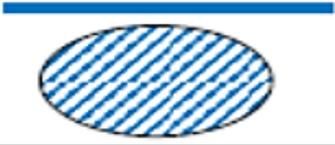
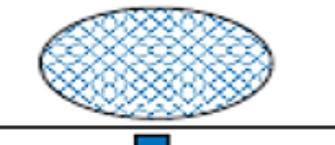
4 Note: Base maps can be requested from Provincial GIS Office, or the GIS Unit of MLMUPC. The MRC Flood Management and Mitigation Program has prepared a number of Flood Risk Maps in the past

Step 2

87. In this step, the planning team add basic infrastructure to the map. The map should contain the following features:
- Roads
 - Public buildings
 - Dikes, reservoirs, irrigation, water gates, water well, ponds
 - Electricity infrastructure (generator, renewable energy)
 - Areas of waste disposal, sewage
 - Monuments

Step 3

88. During this step, participants should map areas affected by weather-related disasters. This should include:
- Areas commonly affected by rain and windstorm, floods, droughts, fire, pests, shoreline waves
 - Areas where livelihood losses are the greatest
 - Water flow during wet season and extreme events
 - Drought patterns
89. It is recommended to use different colours for different types of danger and impact. Participants should note down additional information about the frequency, duration and gravity of impact on the map. The following colours and symbols should be used when drawing the Disaster Risk Map:

Feature	Display on the Disaster Risk Map	Remarks
Administrative boundaries		
Roads, Bridges		
Rivers, Lakes		
Irrigation Infrastructure (dykes, reservoirs, dams etc.)		
Wells, ponds		
Public buildings		Please give explanations/ description to each item mapped.
Public generator or solar system		Please give explanations/ description to each item mapped.
Monuments		Please give explanations/ description to each item mapped.
Landfills, areas of waste disposal		Please give explanations/ description to each item mapped.
Forest area, Conservation areas		Please give explanations/ description to each item mapped.
Areas affected by weather-related disasters		Additional information should be noted in each area. - type of disaster - frequency - impact

Step 4:

90. The final step identifies and maps recent and past changes to the landscape (e.g., coastline diking, forest loss, land and forestry conservation areas). Such changes can have different origins, such as political or socio-economic decisions, weather impact or natural disasters. Despite their various causes, changes to the natural environment can influence the gravity of climate change and natural disasters.

The preparation of the map will usually take approximately 2-3 hours.

Tool 2: Trend Analysis (Simplified VRA Tool ⁵)

91. Trend analysis is used as a tool to enhance community perception of climate change in the past. It complements the H-Form and helps to assess whether local people have noticed changes in the climate in terms of an increase in disaster events. In addition, the discussion helps to create awareness about climate change and to create a better understanding overall.

Objective of the Trend Analysis

92. The objective of this exercise is to document local knowledge about climate change and natural disasters, and their impacts in the past.

Preparation, Process and Who Should Be Involved

93. The Trend Analysis should be prepared by the planning team together with representatives from the district/municipality government, NGOs and community-based organizations. It is recommended to request the participation of a wide variety of members of the community, including equal representation of women and other potentially marginalized people. It is important that middle-aged and older people participate, as this tool requires insider knowledge of past incidents.
94. Depending on the number of participants and their background and social status, it might be advisable to separate into smaller groups for discussion. Group separation based on age group (50+, 30-50 and less than 30 years old) could be helpful to get a more comprehensive picture about local perceptions. It is suggested to prepare the following materials:
- Sheets of chart paper (taped together)
 - Several coloured markers
 - Tape

The Process of Conducting the Trend Analysis

Step 1

95. At the beginning, a short introduction about weather-related disasters and their impact should be provided.

Step 2

96. Participants should then try to remember incidents of disasters in their local environment. What was the earliest disaster event participants can remember in their area? This event will mark the beginning of the timeline.

5 A more complex and detailed explanation of the VRA tools can be found in The Practitioner's Handbook: Implementing the Vulnerability Reduction Assessment (UNDP Cambodia, 2014)

Step 3

97. Participants are to rate their vulnerability to each type of climate/weather hazard on a scale of 1 of 5 (as below), with 1 being not vulnerable at all, and 5 being very vulnerable. Each group of participants should discuss each hazard and come up with a single rating through consensus, and mark the number as in the sample matrix below.

The preparation of a Trend Analysis will take approximately 2-3 hours

Climate Change and Weather-Related Disaster Risk	1980 – 1984	1985 – 1989	1990 – 1994	1995 – 1999	2000 – 2004	2005 – 2009	2010 – Today	General Comments
	Drought	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
Dry season length /longer (+3 weeks)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
Crop damage from drought	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
Crop damage from flood	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
Heavy rains	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
High floods	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
Long lasting floods	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	
Changes in the wet/dry season timing	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5	

Example

Tool 3: The H-Form (another simplified VRA Tool)

98. The H-Form is a participatory evaluation tool which builds on the Trend Analysis and aims to identify significant climate changes and weather-related disaster events and their local impact within a specific area. Furthermore, the tool facilitates the identification of appropriate adaptation measures.

Objective of the H-Form

99. The objective of this exercise is to document local knowledge about natural disasters and their impacts in the past. Furthermore, the results of this exercise are used to identify appropriate climate change adaptation projects to be included into the Commune/Sangkat Investment Programme.

Preparation, Process and Who Should Be Involved

100. The H-Form builds on the results from the Trend Analysis (Tool 2), selecting 2-4 of the highest ranked Climate Change and Weather-Related Disaster Risks from the table (with scores of 4 or 5). Each of the selected items will be used to fill in one H-Form.
101. The H-Form should be prepared by the planning team together with representatives from the community. It is recommended to request the participation of a wide variety of members of the community, including equal representation of women and other potentially marginalized people. Participants will be split into two to four groups

corresponding to the number of selected ranked items, and each group will be given one item to discuss and fill out the H-Form for.

It is suggested to prepare the following materials:

- Sheets of chart paper (tapped together)
- Several colours markers and tape.

The Process of Completing H-Forms

102. There are five steps in the H-Form exercise. They require that the key stakeholders are fully involved.

Step 1

103. At the beginning, the results of the trend analysis should be repeated in order to remind all participants. In addition, a short introduction about the H-Form and the process for using this tool should be provided.

Step 2`

104. An H-Form should be prepared on a large sheet of paper for each working group, in the manner of the example below.

Negative impacts on livelihoods and community well-being	What experiences do you face because of droughts (5+ weeks past the normal dry season length), and how does this affect you? 1 2 3 4 5	Resources and strategies used that reduced the negative impacts on livelihoods and community well-being
What should be done to improve the vulnerability score?		

Step 3

105. Each group discusses their selected hazard. It might be necessary to facilitate the discussion. Participants can be asked to explain how the hazard affects them. Answers should be noted down during the discussion on the various sides of the H-Form – negative impacts on the left side and resources and strategies used in the past to cope with impact on the right side of the H-Form.

Step 4

106. After the general discussion about negative impacts and strategies to cope has been finished and all comments notes down, participants are requested to rank the impact of the disaster event on a scale from 1 to 5. This can be done either by:
- simply asking community members to provide a numerical score, or
 - asking the question based on the textual guides for the scores

For example, the facilitator may ask questions like “How many of you think that this disaster event affects you very badly?” or “How many of you think that this disaster event is somewhat bad?” and so on. The number of people that raise their hand for each option should be noted. At the end, the average score should be calculated. An example for this calculation is provided below in Step 5.

Step 5

Score	How often the score has been given	Calculation (Score x how often)	
1 - No Problem	8	$1 \times 8 = 8$	
2 - Not so bad	5	$2 \times 5 = 10$	
3 - Moderate	11	$3 \times 11 = 33$	
4 - Serious	5	$4 \times 5 = 20$	
5 - Very serious	1	$5 \times 1 = 5$	
Total	$8 + 5 + 11 + 5 + 1 = 30$	$8 + 10 + 33 + 20 + 5 = 76$	$76 / 30 = 2.5$

The average score is 2.5.

107. After the scoring has been finalized and all scores noted down, the participants are asked to discuss “what should be done to improve the vulnerability score?” Results are again noted down in the lower center of the H-Form.

Problem	Location of problem	Cause of problem	Needs	Constraints	Solution	Comment on Indigenous People

The completion of an H-Form may take approximately 2-2.5 hours.

Tool 4: Disaster Ranking

108. Disaster ranking is used as a tool to assess the importance and impact of various disasters on communities in detail. The tool allows the identifying and prioritizing of disasters impacting an area. The results provide information about the impact of disasters on local livelihoods.

Objective of Disaster Ranking

109. The objective of this exercise is to document local knowledge about natural disasters and their impact on livelihoods. This information will be used to get a better understanding how the area is vulnerable to weather-related disasters and their impact.

Preparation, Process and Who Should Be Involved

110. The Disaster Ranking should be prepared by the planning team together with representatives from the community, district/municipal government officers, NGOs and community-based organizations. It is important that a mix of people from different genders, age groups, and social backgrounds participate, as the impact of disasters varies for each group of society. Depending on the number of participants and their background and social status, it might be advisable to separate into smaller groups for discussion. It is recommended to prepare the following materials:

- Sheets of chart paper (taped together)
- Several colours markers
- Tape

Disaster	Flood	Drought	Thunderstorm /Lightning	Forest Fire	Malaria
Flood	x	Flood			
Drought	x	x			
Thunderstorm/ Lightning	x	x	x		
Forest Fire	x	x	x	x	
Malaria	x	x	x	x	x

The Process of Conducting Disaster Ranking

111. There are four steps in conducting the disaster ranking. All key stakeholders should be fully involved in the exercise.

Step 1

112. At the beginning, a short introduction about weather-related disasters and their impact should be provided.

Step 2

113. Next, the participants should name disasters common to their area, and these should be entered in a table like the example below.

Disaster	Flood	Drought	Thunderstorm /Lightning	Forest Fire	Malaria
Flood	x				
Drought	x	x			
Thunderstorm/ Lightning	x	x	x		
Forest Fire	x	x	x	x	
Malaria	x	x	x	x	x

Step 3

114. It is recommended to allow some time for discussion among the participants about the topic. Participants should compare pairs of disasters and decide which of the two has had a stronger impact on their lives.

115. For example, participants could start with a comparison of floods and droughts. If floods are experienced every year causing huge damage to local livelihoods, but

droughts only rarely pose a threat to their livelihoods, floods should be noted down in the first field.

This procedure should be continued until all empty fields are filled.

Step 4

116. When the table is completed, the number of times each disaster was chosen is added up. These scores suggest which disasters have the greatest priority in the area and need special attention during the following planning exercise.

The preparation of a disaster ranking will take approximately 1 hour.

5.2.5 Other Planning Tools and Measures

117. A wide range of other planning tools is available for climate screening and risk assessment, but few of these are suitable for application at Cambodia's Sub-National level. Many of the available and most well-known tools relate to the national sectoral levels of government, or to development programmes/portfolios or large investment projects, and/or require human or computing/processing resources that are unavailable to Sub-National administrations. Some techniques that could improve project design and prioritization are more widely applicable, beyond the climate context, such as formal economic analysis and multi-criteria analysis.
118. Another possibility could be to include a check-list supported agenda item on the annual district integration workshops for identification of climate-related concerns and opportunities. This would allow the communes to learn from each other. The communes are in general more focused on the pressures and concerns, but they are much less aware of the related opportunities.
119. Another tool to consider is a 'climate screening of investment projects', carried out on a routine basis, along with the Environmental Impact Assessments (EIA), and supported by simple check lists. These screenings should not only look for adverse (and perhaps inter-sector) impacts, but also for climate resilience-related opportunities to exploit (perhaps at a marginal extra cost that may be covered by new financing instruments).
120. Awareness-raising, knowledge-sharing and networking may be regarded as important tools in their own right. The MOE's 'Vulnerability Assessment and Adaptation Programme for Climate Change within the Coastal Zone of Cambodia' (2011-2016) piloted community-oriented dissemination of knowledge about climate change implications and good practices for preparedness and response. As one example, there is a clear scope for knowledge-sharing about good practices for community forestry
121. There is a clear scope for 'learning from each other' - within a province as well as across provinces.
122. Sub-National liaison can be encouraged between the academic community and professional practitioners from different parts of the country, and from different sectors and disciplines.

123. A further aspect for improved planning would be strengthening the policy background of planners, managers, and councillors through 'policy briefs' that highlight policy priority issues - concerns or opportunities – to be considered in Sub-National and national development planning and investment programming. There are a number of such policy briefs on water-related issues presently being prepared by the Cambodia Water Partnership (CamboWP).
124. In more practical terms, regional tree planting for shelter against storms (as promoted by King Norodom many years ago) could alleviate the increasing storm damage. Soil conservation by composting and crop rotation is another example.
125. A recent study by the MOE (May 2017a & b) notes that the *“capacity for well-informed NRE governance comprises data, tools, skills and knowledge. Building such capacity spans across monitoring, analysis, dissemination, and education.”* Several simple and practical tools are identified, including systematic registration of events and initiatives, supplementary data collection, occasional stock-taking, and dissemination and networking.

It also notes that:

“National liaison should be encouraged between the academic community and professional practitioners from different parts of the country, and from different sectors and disciplines. Inter-agency networking and liaison can be achieved by gentle (and voluntary) staff rotations and fixed-term secondments. Such exchanges can take place not only within the government bodies, but also (perhaps on a leave basis) between the public and the private sector and the academic community, as well as the national technological service institutes and 'think-tanks'. Both the home organization and the host organization could stand to benefit.

“International liaison should be maintained by the professional community in general and the academic community in particular. Within the government system, time should be allowed for preparation of papers and presentations, and support provided for travel costs. Back-to-office reports should be requested, and debriefings arranged with persons who have attended international events. National liaison should be encouraged between the academic community and professional practitioners from different parts of the country, and from different sectors and disciplines.”

5.3 Municipality Development Planning

126. The Law on Administration Management of Capital, Provinces, Municipalities, Districts and Khans and the Law on Administration Management of Communes and Sangkats require councils at each Sub-National level to prepare 5-year development plan with all stakeholders participating. The development plan is a main tool for the Sub-National administration levels to identify problems and priority needs of local communities.
127. Each municipality council must prepare its Municipal Development Plan, which comprises: (1) the 5-year Development Plan itself; (2) a related 3-year rolling Investment Programme. The table below highlights the roles and responsibilities of the Municipal Councils and the Boards of Governors.

Roles of Municipal Councils	Roles and Responsibilities of the Boards of Governors
<ul style="list-style-type: none"> • Providing policy guidance for the Municipal development planning process; • Reviewing and approving the Municipal development planning calendar; • Regular monitoring and guiding preparation of the contents of the Municipal Development Plan • Reviewing and approving the Municipal Development Plan • Reviewing and approving requests for amendment of the Municipal Development Plan as needed • Conducting annual monitoring and evaluation of the implementation of the Municipal Development Plan 	<ul style="list-style-type: none"> • Leading and facilitating the Municipal development planning process in cooperation with relevant stakeholders according to advice from the Municipal Council • Leading workshops, consultative forums in the development planning process • Submitting the draft of the Municipal Development Plan to the Municipal councils for review and approval • Taking a leading role in monitoring and evaluation of the implementation of the Municipal Development Plan

The Municipality Development Planning Process

128. The Municipal Council is responsible for the preparation and approval of the 5-year Municipal Development Plan, which will be updated annually through three-year rolling investment programming. There are three steps of the Municipal Development Planning as below:

Step 1: Preparation and dissemination of the Municipal Development Plan

Step 2: Preparation and compiling the draft of Municipal Development Plan

Step 3: Review, approval and dissemination of the Municipal Development Plan

Below is a summary of the municipal development planning process:

Steps	Objective	Expected Outputs	Participants	Processes
1	To prepare documents and other materials relevant to Municipal development planning process, and dissemination to stakeholders to involve them in the formulation of the Municipal Development Plan	Prepared documents and compiled information related to the Municipal Development Plans such as: <ul style="list-style-type: none"> - Calendar for Municipal Development Plan - Guidance policy of Municipal Councils based on Municipal situation analysis - Municipal situation analysis, sector-scoring, sectoral-data, maps. etc. - Stakeholders' better understanding of guidance policies, calendar and process of preparation of Municipal Development Plan, and the methods by which each stakeholder may participate in this process 	Municipal Councils Municipal Board of Governors Planning working groups Technical committees WCCC Provincial Planning Department Planning and Investment Division Municipal planning office Offices and units under C/S chiefs NGOs Citizens	There are three steps: <ul style="list-style-type: none"> - <u>Before dissemination meetings:</u> Drafting of calendar Drafting of guidance policies Review and comments on draft calendar and guidance policies Review and approval of drafted calendar and guidance policies Preparation of relevant documents. - <u>During the meetings:</u> Review participants Meeting agenda - <u>After the meetings:</u> Other key activities to be continued after the meeting by stakeholders
2	To prepare and compile the draft Municipal Development Plan reflecting local requirements and in compliance with national policies	Draft of Municipal Development Plan prepared, submitted, reviewed and approved by Municipal Councils	Municipal Councils Municipal Boards of Governors Planning working groups Technical committees WCCC Provincial Planning Department Planning and Investment Division Municipal planning office Offices and units under Municipality C/Schiefs NGOs Citizens	There are 2 stages at this step... <p><u>First stage:</u></p> <ul style="list-style-type: none"> Municipal situation analysis Preparation of Municipal Development Framework Preparation of 5-Year Municipal Development Plan Preparation of medium term expenditures Review and comments by Municipal Board of Governors Review and approval of draft of Municipal Development Framework and Local Investment Programme Prepare Monitoring and Evaluation Framework <p><u>Second stage:</u></p> <ul style="list-style-type: none"> Compiling draft of Municipal Development Plan paper (book)

Steps	Objective	Expected Outputs	Participants	Processes
				Consultative meeting on draft Municipal Development Plan Review and comments
3	To review, approve and disseminate Municipal Development Plan for use as foundation in formulation of Municipal Investment Programme	Municipal Development Plan approved Municipal Development Plan disseminated to stakeholders and citizens	Municipal Councils Municipal Board of Governors Planning working groups Technical committees WCCC Provincial Planning Department Planning and Investment Division Municipal planning office Offices and units under Municipality Sangkat chiefs NGOs Citizens	There are two activities at this step: Approval of Municipal Development Plan Publication and dissemination of Municipal Development Plan

5.4 District-level Development Planning

129. The guidelines, processes, procedures, participants and other requirements for preparing the 5-year District Development Plan and the 3-year Rolling Investment Programme are quite similar to those just described above for the municipalities. The difference is only that the process is integrated with the sangkat's 5-year Development Plan and 3-year Rolling Investment Programme. The District Development Plan does not merely emerge from the combination of all Commune/Sangkat Development Plans under the jurisdiction of the District Council. The consultation and participation of citizens, private sector organizations, civil society organizations and other key stakeholders is a key principle and in the formulation of the District Development Plan.
130. Each District Council should prepare its Development Plan, which comprises: (1) the 5-year Development Plan itself, reflecting the District Council's mandate; (2) the 3-year Investment Programme. The District Development Plan forms part of a common vision of Sub-National development, including the development goals of ministries, institutions or units or offices of the government, civil society and private entities that deliver services, goods or infrastructure within the district's jurisdiction. The Local Investment Programme is an agenda for what the district intends to achieve within its jurisdiction, indicating its accountability to citizens and the government. The Local Investment Programme comprises: (1) an investment

framework; (2) a services delivery framework; and (3) related regulations and legal frameworks.

Principles in Preparing the District Development Plan

131. The formulation and development of District Development Plan (DDP) follows key principles that are the same as for the communes/sangkats.

The District Development Planning Process

132. There are three steps in creating a DDP and a Local Investment Programme:

Step 1: Preparation and dissemination of information relevant to the District Development Plan

Step 2: Preparation and compiling draft of District Development Plan

Step 3: Reviewing, approval and dissemination of District Development Plan

These steps are outlined in more detail in the table below:

Steps	Objective	Expected Outputs	Participants	Processes
1	To prepare documents and other material relevant to District development planning, and dissemination of this to stakeholders to enable them to participate in the formulation of District Development Plan	<ul style="list-style-type: none"> • Prepared documents and other information related to the District Development Plan, such as: <ul style="list-style-type: none"> ➢ Calendar for District Development Plan ➢ Guidance policy of District Councils based on district situation analysis ➢ District situation analysis, sector-scoring, sectoral-data, maps, etc. • Stakeholders' better understanding of guidance policies, calendar and process of preparation of the District Development Plan, and of the methods by which stakeholders may participate 	District councils District board of governors Planning working groups District technical committees WCCC Provincial planning department Planning and Investment Division District planning office Offices and units under district Sangkat chiefs NGOs Citizens	There are three steps: <ul style="list-style-type: none"> • Before dissemination meetings: <ul style="list-style-type: none"> ➢ Drafting of calendar; ➢ Drafting of guidance policies ➢ Review and comments on draft calendar and guidance policies; ➢ Review and approval of draft calendar and guidance policies ➢ Preparation of relevant documents. • During the meetings <ul style="list-style-type: none"> ➢ Review participants ➢ Meeting agenda • After the meetings. <ul style="list-style-type: none"> ➢ Other key activities to be continued after the meeting by key stakeholders
2	To prepare and compile draft District Development Plan that reflects about local's requirement and compliance with national policies.	<ul style="list-style-type: none"> • Draft of District Development Plans prepared, submitted, reviewed and approved by District Councils 	District Councils District Boards of Governors Planning working groups District Administrative Director Chief of Commune/Sangkat Support Office Other stakeholders and observers	<ul style="list-style-type: none"> • There are two stages at this step. <ul style="list-style-type: none"> ➢ First stage: <ul style="list-style-type: none"> • District situation analysis • Preparation of draft of District Development Framework • Preparation of 5-Year District Development Plan • Preparation of medium-term expenditure projections • Review and comments by District Board of Governors • Review and approval of draft of District Development Framework and Local Investment Programme • Prepare Monitoring and Evaluation Framework <ul style="list-style-type: none"> ➢ Second stage: <ul style="list-style-type: none"> • Compiling draft of District Development Plan paper (book) • Consultative meeting on draft District Development Plan

Steps	Objective	Expected Outputs	Participants	Processes
				<ul style="list-style-type: none"> Review and comments
3	To review, approve and disseminate District Development Plan for use as foundation in formulation of District 3-Year Rolling Investment Programme	<ul style="list-style-type: none"> District Development Plan approved District Development Plan disseminated to stakeholders and citizens 	District Councils District Boards of Governors Planning working groups District Administrative Director Chief of Commune/Sangkat Support Office Other stakeholders and observers	<ul style="list-style-type: none"> Approval of the District Development Plan Meeting to review and comment on District Development Plan Review key points in monitoring and approving District Development Plan Revise draft of District Development Plan Endorsement on draft of District Development Plan Decision on using District Development Plan District Development Plan published and disseminated Published district development plan Disseminate district development plan.

5.5 Provincial Development Planning

133. Capital/Provincial Councils ensure that their Capital/Provincial Development Plans (CPDP) and Medium-Term Expenditure Frameworks (MTEF) are incorporated into the development planning of Ministries, Institutions, Line Departments, Units, and are available to stakeholders. The C/P Councils responsible for the preparation and approval of the CPDP, which will be updated annually under the three-year rolling capital/provincial investment programme (CPIP). The process of formulating the CPDP is under the direction and management of the C/P Council. The five-year CPDP should include the five-year development plans of the Khans and Sangkats within its jurisdiction.
134. The new Technical Guideline on Capital and Provincial Five-year Development # 084 was approved by the Inter-Ministerial Prakas of the MOP and MOI on 2nd March 2017. The new guideline is based on the Law on Administrative Management of the Capital, Provinces (C/P), Municipalities, Districts, and Khans (MDK) and the Sub-Decree and Inter-Ministerial Prakas on the Development Plan and Three-Year Rolling Investment Programme of the C/P and MDK.
135. The Preparation of the Capital and Province Development Plan proceeds through three steps:

Step 1: Preparation and dissemination of information to support the C/P development planning process

Step 2: Formulation of the draft CPDP

Step 3: Approval and dissemination of the CPDP

Step 1 is divided into two sub-steps and Sub-Step 1-1 is further divided into the following four activities.

Sub-step 1-1	Preparation of documents and information
1-1-1	Formulation of the development planning calendar
1-1-2	Preparation of tables of situational analysis of the C/P
1-1-3	Formulation of policy guidance of the C/P council
1-1-4	Preparation of the list of relevant documents
Sub-step 1-2	Meeting on dissemination of information related to formulating the CPDP

Step 2 is divided into the following eight sub-steps.

Sub-step 2-1	Meeting on situational analysis and preparation of draft development framework of the C/P
Sub-step 2-2	Review, revision, and approval of the development framework
Sub-step 2-3	Preparation of the Medium-Term Expenditure Framework
Sub-step 2-4	Preparation of the M&E framework
Sub-step 2-5	Preparation of the draft CPDP
Sub-step 2-6	Consultative meeting on the draft CPDP
Sub-step 2-7	Review and comment on the draft CPDP by the Board of Governors
Sub-step 2-8	Review and comment on the draft CPDP by the Technical Facilitation Committee

Step 3 is divided into two sub-steps, as shown in the table below, with sub-step 3-1 further divided into three activities, and sub-step 3-2 divided into two activities:

Sub-Step 3-1	Approval of the CPDP
3-1-1	Pre-work for the C/P Council meeting
3-1-2	C/P Council meeting
3-1-3	Tasks after the C/P Council meeting
Sub-Step 3-2	Publication and dissemination of the CPDP book
3-2-1	Publication of the CPDP book
3-2-2	Dissemination of the CPDP book

136. The guideline explains the structure of the CPDP document as follows:

Decision on promulgation of the CPDP

Preface

Introduction

C/P Maps

Chapter 1: Socio-Economic Situation

- 1.1 Socio-Economic Summary Data
- 1.2 Current Situation and Challenges
 - 1.2.1 Economic Situation
 - 1.2.2 Social Situation
 - 1.2.3 Land Use, Natural Resource, Environmental, Disaster, and Climate Change Management Situations
 - 1.2.4 Administrative Management, Security, and Public Order Situations

Chapter 2: Capital/Provincial Development Framework

- 2.1 Development Vision
- 2.2 Development Goals
- 2.3 Development Objectives
- 2.4 Development Strategy
 - 2.4.1 Economic Development Strategy
 - 2.4.2 Social Development Strategy
 - 2.4.3 Land Use, Natural Resource, Environmental, Disaster, and Climate Change Management Strategy
 - 2.4.4. Administrative Management, Security, and Public Order Development Strategy
- 2.5 Medium Term Expenditure Framework

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

Annexes

137. Section 2.4.3 focuses specifically on problems related to '*Land Use, Natural Resource, Environmental, Disaster, and Climate Change Management Situations*'.

For example, deforestation may be identified as a serious issue in natural resource management because it is likely to cause landslides in heavy rain. The causes of deforestation can be many. They might include the use of the forest for firewood, lack of incentives for tree planting, and residents' lack of knowledge on the impact of

deforestation. If the province would like to include solutions for deforestation, it needs to analyze the sub-causes further. The use of the forest for firewood may be due to the high cost of alternatives such as electricity, lack of knowledge on the sustainable use of forests, and a lack of regulations on the improper use of forests.

As another example, frequent floods in the rainy season may be identified as a priority problem in the province. Although it is obvious that heavy rain is a main cause of flooding, other causes should be identified, because people have no control over the amount of rain. The other causes may include inadequate height of the river bank, narrow river width, deforestation, and lack of rainwater collection ponds.

138. The Land Use, Natural Resource, Environmental, Disaster, and Climate Change Management Development Strategy should describe the intended direction of development in the relevant sectors, and lay out strategies for each using the information in the C/P development framework. Each set of goals, objectives, and solutions is briefly explained in a few sentences.

For example, the improvement of solid waste management in the provincial center can be identified as a goal. Then, more specific objectives such as the following could be identified: improvement of solid waste collection management, enhancement of dumping site capacity, and awareness building on solid waste management in households.

The Strategy should also assess the potential strengths and benefits of the C/P, such as land and other natural resources, and the particular challenges or obstacles it faces related to land, natural resources, and the environment. This part should describe the types of risks, loss and damage, changes in situation, and any other negative phenomena that have occurred in the C/P caused either by people or nature. The section builds on analyses on land use and natural resource and environmental management, as described in the following paragraphs.

139. Land use: This part should describe the types of land use in the C/P (such as residential land, land for paddy rice cultivation, land for fruit tree plantation, land for investment, land for concession, and land for conservation areas), and the main challenges in relation to land use. In particular, the description of the use of land for residence ought to include the challenges and opportunities related to various types of residences, issues of resettlement, the organization and management of disorderly building, and the organization of residential titles.
140. Natural resources: This part should describe the main natural resources used by people whose livelihood depends on those resources, and the key challenges related to natural resources such as land, forest, wildlife, fisheries, lakes, streams, rivers, and mines.
141. The environment: This part should describe the potential of the C/P in terms of places for exercise, public gardens, waste disposal places, as well as any environmental threats such as air pollution and the disposal of solid and liquid waste.
142. Major disasters: This part should describe issues caused by such factors as storm, fire, unexploded ordnance, and floods.

143. The following guiding principles are suggested for the process of formulating a CPDP (and are also applicable at the lower Sub-National levels of administration):
- Information sharing: How can necessary information and documents on the CPDP be disseminated and shared with major stakeholders?
 - Transparency: How can full transparency in the process of formulating and implementing the CPDP be ensured?
 - Consistency and harmonization: How can the content of the CPDP be made consistent with the various relevant development plans?
 - General consultative participation: How can the participation of a wide variety of stakeholders be achieved?
 - Responsiveness to needs: How can the CPDP be made responsive to the needs of the people?
 - Democratic accountability: How can the C/P Councils be held accountable for the process and outcome of the CPDP?
 - Socio-economic effectiveness and accuracy: What measures can be included in the CPDP to effectively realize the desired socio-economic development?
 - Ensuring the sustainability of natural resources and the environment: How is sustainable use and management of natural resources and the environment safeguarded in the CPDP?
 - Ensuring equity: What measures are taken to realize equitable development?

6 Opportunities for Improved Development Planning and Implementation

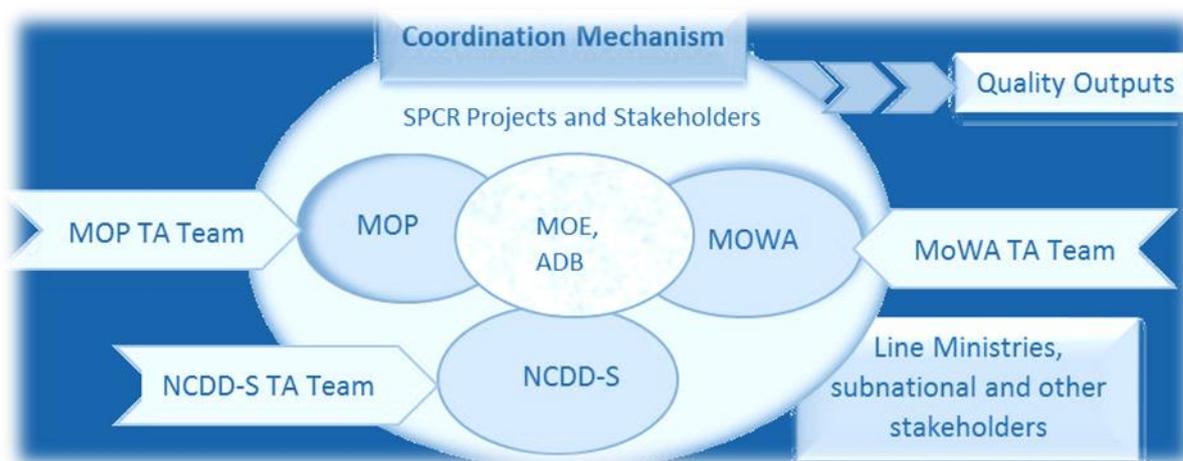
144. The Technical Facilitation Committee (TFC) and stakeholders of the capital and provincial staff should follow the planning procedures as outlined in the official Technical Guideline on the C/P Development Plan. However, mainstreaming of CCA and DRR into the C/P Development Plan requires some additional procedures. In particular, there is need of a more detailed situation analysis.

6.1 Coordination and Information Management

6.1.1 The National Level

145. The Department of Climate Change of the Ministry of Environment plays a leading role in coordinating and sharing information related to Climate Change Adaptation and Disaster Risk Reduction (CCA & DRR) and to relevant national policies and programmes, overseeing financing and budgeting processes, and capacity building at Sub-National levels and among local NGOs. The National Committee for Sub-National Democratic Development Secretariat (NCDD-S) also plays an important role in coordination with donors, line ministries, the private sector and NGOs addressing CCA and DR.

Important Partners and Interfaces



Coordination mechanism of Package C, with its key partners

146. Mainstreaming CCA and DRR into Sub-National development planning processes is quite new in Cambodia, and Sub-National administrations face challenges in terms of capacity and resource constraints. Local capacity to adopt CCA & DRR measures requires comprehensive guidelines, manuals, procedures and consistent training activities. The NCDD-S, with its various funding sources, is preparing and delivering training on new guidelines and tools for identifying and integrating CCA and DRR priorities into Sub-National development plans and investment programmes.
147. Institutional arrangements for CCA mainstreaming – the National Climate Change Committee (NCCC) and the various work groups at the sector level and within line ministries - have been established as a direct result of the work of the Cambodia Climate Change Alliance (CCCA), involving MAFF, the Fisheries Administration, Ministry of Women's Affairs, NCDD, etc. A Climate Finance Sub-Group has been formed involving the key financing and investment agencies (MOP, MEF, the Council for the Development of Cambodia, and NCDD).
148. Effective mainstreaming of CCA in the plans and budgets of Sub-National administrations cannot be achieved through the NCDD-S alone. Other key institutions include the Ministry of Planning (responsible for developing Sub-National planning guidelines and collecting data through the Commune Database system), the Ministry of Environment (the apex body for Cambodia's climate change

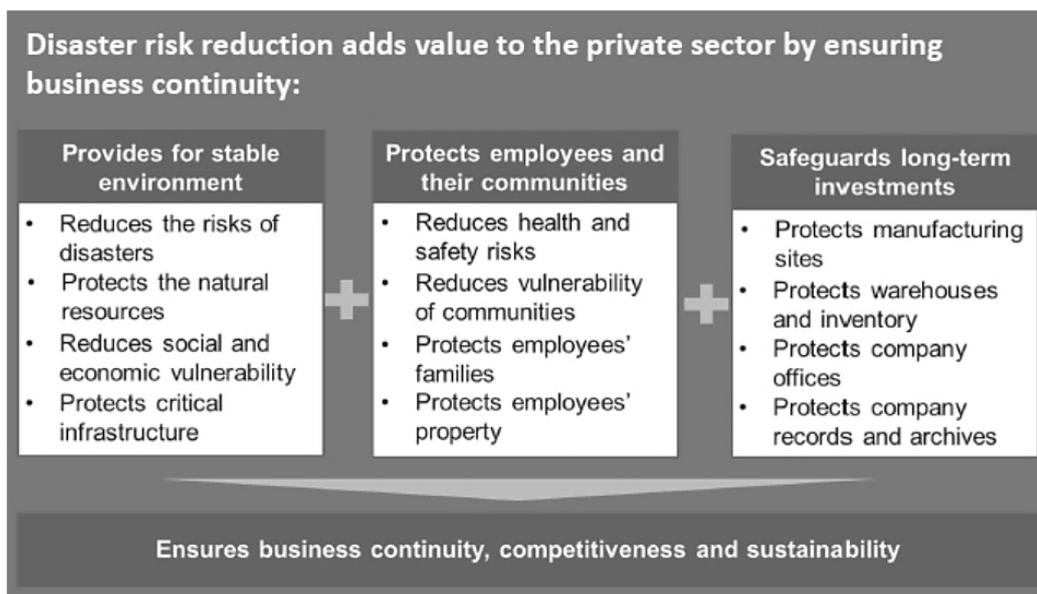
response), the Ministry of Economy and Finance, and the National Committee for Disaster Management (NCDM).

6.1.2 The Sub-National Levels

149. The Provincial Committee for Disaster Management (PCDM) consists of line departments, police, armed forces and NGOs, and plays a coordination role in leading and managing the processes of developing disaster preparedness and response at the Sub-National levels. The District Disaster Management Committees (DDMCs) and Commune Disaster Management Committees (CDMCs) coordinate with other stakeholders in implementing CCA and DRR at the local level. Some activities are integrated in area Development Plans and Investment Programmes, while some activities are implemented as stand-alone initiatives.
150. The key elements of mainstreaming efforts so far have been the creation of an enabling environment (establishing the political will to make climate policy and the information services that guide it) for the formulation of policies and the planning of projects and programmes. The NSDP 2014–2018 guidelines identified climate change as a cross-cutting issue, which line ministries have to take into account in their submissions of policy priorities to the Ministry of Planning.
151. The Agriculture Services Programme for Innovation, Resilience and Extension (ASPIRE) programme financed by IFAD is mainly focused on strengthening of the agriculture extension sub-sector through MAFF, but includes a component of climate-resilient infrastructure implemented by NCDD-S. ASPIRE will follow the PBCRG (performance-based climate resilience grants) model, with some adjustments for a strong focus on infrastructure contributing to agricultural production.
152. NCDD-S also has the major share of implementing responsibilities in a project known as Sustainable Resilience Livelihoods (SRL) financed by GEF through the UNDP, with MOE as the executing partner. The SRL project is planned to be implemented in ten districts in Siem Reap and Kampong Thom provinces, and includes a PBCRG component as well as a component supporting climate-resilient agricultural livelihoods.
153. The framework for climate change mainstreaming at district level is similar to that at the commune level. The situation analysis tools provided in the guideline relies on a participatory, perception-based approach. While these planning procedures provide a framework for integrating climate change adaptation and risk reduction into Sub-National planning, Sub-National administrations will need additional guidance in the form of specific guidelines, tools and best practice examples to enable them to implement these procedures with quality and effectiveness.

6.2 Private Sector and NGO Participation

154. Climate change adaptation and disaster risk reduction have entered the government's development agenda and raise cross-cutting issues that require many stakeholders to participate, on their own or by joint actions. There is a clear potential for synergies between development initiatives by the government, the private sector, and non-governmental organizations (NGOs).



155. Under the Strategic Programme for Climate Resilience (SPCR) financial agreement, package “B” is implemented by the Plan International Organization, collaborating with 19 local NGOs that are sub-grantees in charge of day-to-day operations in climate resilience across different target provinces and different project activities. “Working Together – Partnership” for CCA and DRR has the following recommendations:

3.1 Joining forces for CCA and DRR: *To make a real difference to the capacities of communities to manage CCA and disaster risk, there needs to be integration in a wide variety of sectors; agriculture, health, urban planning, ecosystem management and coastal protection zones. This requires cooperation between many different actors, yet such cooperation does not always come easily or naturally. However, a commitment to collaborative action for CCA & DRR can generate learning and improved practice for all stakeholders concerned.*

3.2 Sharing a Culture of CCA and Risk Reduction: *As progress is made in understanding many types of climate change and disaster hazards, and how to deal with them, the responsibilities for action must be shared. Governments, civil society, media and the private sector all have roles to play in ensuring that a culture of CCA & risk reduction informs public and private sector decision-making. CCA and DRR must be integrated into development policies, planning and investments.*

3.3 Developing New Approaches: *In the years to come, partnerships with new actors will be required to deal with the needs of changing conditions. For example, CCA and DRR strategies will need to take into account vastly increased urban populations, and specific approaches will be required for dealing with adaptation,*

mitigation and disaster risk reduction. And more partnerships, which involve the private sector, could contribute to promoting sustainable business practice, safer construction standards, and environmentally-friendly industry. New media approaches can assist in awareness-raising, and in holding people and institutions to account.

3.4 Sharing Information and Learning: *A partnership approach offers an opportunity to think more widely and to learn from different expertise and varying perspectives. It can also expose the need for more information on certain issues. To make progress, we need to increase capacity to adapt to climate change and enable better disaster risk management by local communities through local actions in collaboration with Sub-National administrations – in particular, by integrating CCA and DRR actions into commune and district development plans and investment programmes.*

156. Climate Change Adaptation is cross-cutting in nature and is therefore a complex issue. Effective adaptation requires an approach that incorporates both policy and investment issues into planning and decision-making processes. No single solution – including market forces – will adequately address effective CCA.

6.3 Climate Change Financing Modalities and Mechanisms

What Has Worked to Date (Challenges and Lessons from UNCDF)

157. Local Governments and Climate Change (LGCC) is a project implemented by NCDD-S with finance and technical assistance from UNCDF. In turn, UNCDF receives finance from the Government of Sweden through the Swedish International Development Agency (SIDA) to support LGCC. LGCC supports selected local governments to develop plans and to finance investments to enhance the resilience of local communities to the impacts of climate change. LGCC is designed and implemented within the framework of the 'Local Climate Adaptive Living Facility' (LoCAL) project, which is a UNCDF global project providing access for local governments in least developed countries to climate change adaptation finance.
158. The LGCC Phase 2 project (LGCC-2) began in 2013 with funding of SEK 8,000,000 from SIDA⁶ and an initial 2-year timeframe. In February 2015, SIDA confirmed financial support of SEK 4,480,000 for an extension of LGCC-2 through 2015⁷. A no-cost extension was agreed through 2016 to allow time for outstanding project activities to be completed.
159. The LGCC-2 Final Report has been prepared by UNCDF for submission to SIDA and integrates the Annual Report for 2016. The report describes the background to the LGCC project, target areas, and the performance-based climate resilience grant (PBCRG) arrangements. Section 3 of the report describes implementation progress during 2016. Section 4 assesses the final achievements of LGCC-2 under each of the three project outputs. Section 5 describes how cross-cutting issues including

6 Third Party Cost Sharing Agreement dated 2nd November 2012

7 Amendment to the Third Party Cost Sharing Agreement, April 2015

gender and environment are dealt with in LGCC-2. Section 6 describes the results of the Performance Assessments of local governments conducted in 2016. Sections 7 and 8 discuss knowledge management and partnerships respectively. Section 9 presents a summary financial report for 2016. The final section of the report describes the transition to a two-year bridging phase, preparatory to full roll-out of PBCRG. Bridging phase activities commenced in mid-2016 and are reported to SIDA in a separate report.

160. The review of the performance assessment system conducted in 2016 has led to major improvements. These include improved simplicity and objectivity in the indicators, alignment with the emerging national M&E framework for climate change adaptation (by adoption of the Climate Change Mainstreaming Index), streamlined, more efficient processes, and the development of a comprehensive Performance Assessment Manual.

161. However, further strengthening of the system will be needed in the future, as well as advocacy to increase awareness of the system and (potentially) to gain acceptance of performance assessment as a part of the overall framework of Sub-National government finance. Key areas for further strengthening are identified as follows:

1 Further improvements to the indicators

The indicator set should be reviewed annually. Changes to the indicator set could be needed where:

- a. changes to regulations or guidelines have resulted in clearer definition of Local Government (LG) roles and responsibilities in respect of Climate Change Adaptation and Disaster Risk Reduction; and/or
- b. indicators are found to be ineffective in distinguishing between strong and weak performers; or
- c. experience shows that any indicator is found to be particularly challenging to measure objectively.

2 Strengthen the participatory evaluation methodology

Comments received indicate that the use of participatory evaluations is seen as a strong point of the system. However, the results of the participatory evaluations in 2016 were not very effective in distinguishing projects with strong climate-adaptive features from others. The methodology should be reviewed in the light of the 2016 experience.

3 Improved training to ensure that the meaning and correct measurement of indicators are well understood

In the 2016, the Annual Performance Assessments (APA), the measurement of the “mainstreaming of CCA in finance” sub-index, may not have been carried out correctly.

4 Outsourcing of the Annual Performance Assessments

Use of independent assessors is desirable; but in any case, it will be necessary when the PBCRG system is scaled up. Under an outsourcing, NCDD-S will remain responsible for recruiting and training the assessors and

for conducting a limited number of repeat assessments in randomly selected districts for quality control purposes.

162. Continued modifications of the system inevitably impose challenges to measuring the overall progress in developing the capacity of LGs for climate change adaptation. This should not be seen as a reason to avoid further improvements. However, some techniques are needed to overcome this difficulty:
- 1 For the purpose of grant allocations, year-on-year improvements by the districts can be assessed using a standardised score (as it was done for the 2017 allocations; but some improvements could be made including standardisation using a “Z-score” statistic).
 - 2 For overall progress monitoring, the system should become sufficiently stable once the majority of indicators remain constant from year to year. Therefore, progress can be measured by selecting only those indicators that have not changed as the basis for comparison.
 - 3 Based on the challenges and lessons learnt from the LGCC project supported by UNCDF, some key positive changes were identified in the planning process related to project identification relevant to CCA. Previously, the local governments always selected infrastructure related to roads, bridges and culverts, etc. With experience from the LGCC project, however, they became more aware of the opportunities offered by climate change adaptation and disaster risk reduction projects.

Financial Modalities to be tested

163. Local Governments and Climate Change (LGCC) is a project implemented by NCDD Secretariat with technical assistance from UNCDF. LGCC is designed and implemented within the framework of the ‘Local Climate Adaptive Living’ (LoCAL) programme being piloted by the Asia Pacific Regional Centre of UNCDF. Cambodia has become one of the first countries to pilot the LoCAL approach, together with Bhutan. Further pilots are in the design phase in Laos, Bangladesh, Nepal and in the Solomon Islands, and initial discussions on extending the programme to the Africa region are under way.
164. The purpose of the LGCC is to demonstrate the role of local governments in fostering climate change resilience and to identify practical ways to mainstream climate change resilience into Sub-National planning and finance systems. An important focus is thus on how to strengthen institutions and systems at both national and Sub-National levels. Entry points are provided by the recently introduced Sub-National planning and Sub-National finance systems.
165. The Objective of LGCC-II would be the same as LGCC-I: *“To demonstrate the role of Local Governments in fostering climate change resilience and to identify practical ways to mainstream Climate Change Resilience into Sub-National planning and finance systems.”* LGCC-II will build upon the achievements of LGCC-I in the following ways:

- 1 The longer timescale will allow better integration of climate change resilience activities with the Sub-National investment programmes, and in particular will allow the concept of performance-based grants to be more thoroughly tested.
 - 2 The geographic expansion will allow methods developed and lessons learned in LGCCI to be applied, and will allow testing of the climate change resilience planning in more varied geographic, ecological and socio-economic settings.
 - 3 With the introduction from 2013 of the budgets and State Treasury accounts for the Districts and Municipalities under the Sub-National Finance Law on Sub-National Finance and Asset Management 2011, the PBCR grants will be more completely integrated with the Sub-National public expenditure management systems than was possible in LGCC-I. This opens possibilities to innovate and test financial management procedures with potential significance for areas other than climate change adaptation.
166. Phase I and II of the LGCC project in Cambodia, supported by the EU, the GCCA and SIDA, have demonstrated that the Performance-Based Grant mechanism (PBCRG) can improve government capacity to produce local infrastructure that contributes to the climate change resilience of communities.
167. With 5 years' experience from implementing the programme, LGCC has improved the mechanisms and the capacity of the local governments, while at the same time encouraging the mainstreaming of CCA into the local government planning, and strengthening the role of local government in implementing CCA. The new guidelines on the local government planning, approved at the beginning of 2017, integrate CC interventions as a routine element of development planning.
168. LGCC is now entering its Phase III, where the national government will access climate finance resources directly and channel it to their local bodies. Under this phase, the programme will start to become sustainable, and modalities introduced by the project will be adopted and implemented by the government to scale up the programme to all local governments, especially the ones that are more vulnerable to climate change.
169. The NCDD-S, as the implementing partner of the programme, has been nominated by the government to be the first National Implementing Entity (NIE) for the Green Climate Fund (GCF), entitled to apply to the GCF directly, to support its intention to scale up the LGCC programme at the Sub-National level. The NCDD-S has been registered as a candidate NIE and the proposal for GCF Enhanced Direct Access has been drafted.
170. Continuing to implement the Public Financial Management Reform Programme will improve the efficiency and effectiveness of Cambodia's public financial management system according to international standards, through: (1) further enhancing budget credibility by strengthening revenue collection and management, particularly in the adoption and implementation of a medium-term revenue mobilization strategy, along with improvements in budget execution and cash management; (2) enhancing financial accountability by developing and introducing a new budget nomenclature, a new chart of accounts, new budget entities, and the new Financial Management Information System (FMIS); (3) enhancing the links between the budget and policies and accountability for performance by strengthening and expanding programme budgeting coverage, and by improving the implementation of the budget strategic

plan with the introduction of a concept paper on strategic directions of budget reform; (4) enhancing capacity and proactive participation with ownership by line ministries/institutions to ensure success in implementing the reform programs.

171. In response, the Royal Government of Cambodia will continue to take a comprehensive development approach toward environmental management in Cambodia, through:

- Sustainable management of natural resources
- Intensifying efforts to reduce the impacts of climate change by strengthening adaptation capacity and resiliency, particularly by implementing the ‘National Policy on Green Development’ and the ‘National Strategic Plan on Green Development 2013-2030’
- Continuing to strengthen the technical and institutional capacity to promote the mainstreaming of climate change responses into policies, laws and plans at the national and Sub-National levels
- Continuing to introduce measures to control environmental and ecosystem pollution

6.4 The Sub-National Investment Fund (SNIF)

172. The National Programme for Sub-National Democratic Development (NP-SNDD) is the RGC’s agenda for the next 10 years in the comprehensive and in-depth governance reform process of the Sub-National administrations, which will also have an impact on other national institutions. The formulation of the NP-SNDD reflects and confirms the RGC’s political commitment to the vision, policies and strategies outlined in the D&D Strategic Framework (Decentralization and De-concentration) and the government’s commitment to implementing the Organic Laws on Capital, Province, Municipality, District and Commune/Sangkat Administrations.

173. The NP-SNDD has been formulated while the RGC is strengthening the roles and responsibilities of institutions at all levels towards achieving good governance in support of development and poverty reduction. To achieve these goals, great efforts by all national and Sub-National levels are required, as well as effective cooperation between them. In this reform process, there is a need for equal opportunity for all citizens to participate in local development and to demand better and more comprehensive public services to meet the citizens’ needs, leading to poverty reduction and focusing on the most vulnerable groups, such as the indigenous peoples, women and children.

174. In this respect, the RGC’s goals for Sub-National democratic development are to:

- create a culture of local participatory democracy, accountable to the citizens
- improve public services and infrastructure
- bring about social and economic development
- contribute to poverty reduction

Sub-programme 4 (Ministry of Economy and Finance)

175. The Law on SNA Financial Regime and Property Management (the Sub-National Finance Law) was adopted in 2011 to allow the Sub-National Administrations (SNAs) to prepare their budgets. Sub-programme 4 describes the policy framework for financial management within the SNAs and designs and implements three funding mechanisms to ensure SNAs have access to funding, which are formula-based, transparent, and largely unconditional. These mechanisms are the CS Fund, the DM Fund, and the Sub-National Investment *Fund* (SNIF). The current modalities of budget transfer from National to Capital and Province level should be reviewed in order to maintain the principles of equity, transparency, accountability and efficiency.
176. The Ministry of Economy and Finance, under this sub-programme, is also responsible for developing financial management systems (including asset management systems, procurement procedures, etc.), reviewing the existing commune/sangkat financial management system to enable communes/sangkats to engage in joint funding and managing intra-administration projects, and developing processes for building SNA capacity to effectively manage their finances.
177. Finally, Sub-Programme 4 goes beyond the policy issues and sets out a capacity development programme through which MEF will develop capacity to operate and oversee the proposed funding modalities and to develop the systems and capacities for Sub-National public finance management at the capital/district/municipality level and further capacity development of commune/sangkat financial management.

Design options for the SNIF

178. At the request of NCDD-S, ADB has reviewed the options for SNIF operation and fund allocation modalities. Its suggestions made are summarized in the following paragraphs.

Allocation of funds at the SNA level

179. The SNIF will serve three levels of SNAs: (i) provinces; (ii) districts and municipalities; and (iii) communes and sangkats. Because of major differences in size and responsibilities for public service provisions among the three levels, it is suggested that the SNIF allocate investment grants as follows:

1 Allocate available funds to three pools (one for each SNA level)

In view of the RGC's policy to prioritize districts and municipalities (D/M), it is proposed that 50% of SNIF grants will be allocated to the D/M level, 30% to the commune/sangkat (C/S level), and the remaining 20% to provincial administrations. A fixed portion of the provincial and D/M pools would be reserved for Local Economic Development (LED) ventures.

2 Allocate funds from a pool to individual SNAs in that pool.

The Government will not guarantee a minimum SNIF investment grant to any SNA. To prevent a small number of well-organized SNAs from absorbing a

major portion of available SNIF grants, the total amount of SNIF grants allocated to an individual SNA must not exceed the grant ceiling that applies to that SNA. It is also proposed that SNIF investment grants only be allocated to SNAs that meet good governance criteria (such as the timely issuance of financial reports). Furthermore, to encourage SNAs in preparing applications for SNIF grants, it is recommended that the SNIF provides support as follows:

- A proposal preparation grant. This grant will be equal to 1% of the investment grant the SNA applies for, to be paid by the SNIF upon approval or rejection of a proposal (with a limit of three such grants per SNA per year).
- A realistic chance of being awarded a grant. If the SNIF will not have sufficient funds to provide at least one-third of all SNAs in the country with an investment grant, it will need to (temporarily) reduce the number of SNAs in its target market. It is recommended to do this by prioritizing SNAs with relatively high fiscal needs, as measured by their poverty incidence.

Allocation of funds by sector

180. SNIF investment grants could be allocated to sectors or sub-sectors that are likely to be decentralized in the near future, and for which there is a demonstrated demand from SNAs. It is also recommended to select a broad range of eligible sectors. This would not only provide SNAs with more choice (so that potential demand is higher and risk of low disbursement lower), but also make it easier to attract DP funds. Based on these considerations, the following eligible sectors were identified: (i) water management; (ii) transport infrastructure; (iii) LED ventures; (iv) agriculture; (v) education; (vi) natural resources management; and (vii) health. Both infrastructure and non-infrastructure projects in these sectors would in principle be eligible for SNIF investment grants.

7 Challenges

181. Based on the background of experience in CCA and DRR and many studies from various national institutions, UN agencies, NGOs and private institutions, some key lessons learnt on mainstreaming climate resilience may be summarized as follows:
- 1 CCA and DRR are quite new concepts in Cambodia, and more knowledge is required for their mainstreaming into Sub-National development planning. This challenge remains an issue to be addressed as a precondition for the Sub-National administrations to take more responsibility and extend involvement.
 - 2 The capacity and skills of the Sub-National administrations related to CCA and DRR require strengthening, especially in their capacity and knowledge on mainstreaming CCA and DRR into Sub-National development planning and investment programming.
 - 3 Results of studies and the experience so far of the Royal Government of Cambodia, especially during its the Decentralization & De-concentration reform program, indicate that SNAs have no budget for supporting or implementing activities related to CCA and DRR. This is why the Sub-National development plans and investment programmes have not been able to respond to the real needs of the community. The districts and communes still have limited resources for activities related to climate change adaptation and disaster risk reduction.
 - 4 Cambodia is exposed to recurrent floods, drought, storms, lightning and heat spells. In 2016, a severe drought caused the government to distribute water to affected communities.
 - 5 Training workshops, public forums, awareness campaigns, and dissemination of knowledge are important measures in to promote CCA and DRR.

8 Conclusion and Recommendations

182. This document has been prepared on the basis of existing guidelines. It covers the topic of climate change and disaster risks in the specific context of Cambodia. Experience has been considered from several CCA-related projects that have been or are being implemented by MOE, MAFF, MRD, MOWRAM and NCDD-S.
183. Climate change adaptation and disaster risk reduction interventions carried out in accordance with national and international principles, standards, guidelines and procedures have been considered, along with primary and secondary data collected from various sources, to take account of the different capacities of national and Sub-National administrations and to identify good practices and opportunities for improvements.
184. Current development planning guidelines and tools for identifying, analyzing and prioritizing CCA and DRR interventions should be promoted to Sub-National administrations and followed up with regular updates reflecting lessons learnt, with the NCDD-S taking the lead, collaborating closely with other administrative bodies.
185. The National Council for Sustainable Development (NCSD), the Ministry of Environment, the Climate Change Department, and other line ministries such as MOP, MOWA, MEF, MAFF and the Ministry of Interior's NCDD-S should continue their efforts, coordinating with development partners, the private sector and NGOs, to identify, discuss and address the common problems and opportunities related to climate change adaptation and disaster risk resilience. This should be supported with adequate budget allocations. Findings should be carried forward to strategies, policies, guidelines and manuals.
186. Climate change adaptation efforts should pay special attention to communities where vulnerabilities are highest and where the need for safety and resilience is greatest. This is where there is a potential for high benefits, sometimes achieved at moderate costs, for the protection of lives and livelihoods, properties, infrastructure and ecosystems. National policies and strategies provide an essential framework. A strong commitment is required from government institutions, development partners, the private sector, civil society and the media.
187. Capacity development and awareness-building should extend to the rural population, and particularly to especially vulnerable groups such as women, children and the elderly, making sure that these groups are prepared to cope with various climate-related risks.
188. Development of cultivation practices is an important aim. This includes technological adaptation and innovation, the introduction of improved or supplementary crops, water and land use efficiencies, soil management (including composting), water conservation and management, well-informed use of fertilizers and pesticides, access to markets, and support to reduce post-harvest losses, post-processing and marketing. Ready access to improved extension services (provided by provinces and districts) can contribute significantly to this. In this regard, there is much scope for collaboration with NGOs and the private sector.
189. Education and awareness-building are important supplements to investments and formal regulation in support of climate change adaptation and improved disaster resilience, and can contribute to the development of resource-based livelihoods.

This may include the dissemination of good practices for resource conservation, waste generation and waste disposal, supportive land use, and conservation of headwater areas. These practices may be promoted by pilot and demonstration activities, and by the publishing of 'success stories'.

190. There are numerous opportunities to link DRR and CCA activities on Sub-National levels through ADB projects with the NDCM and NCDD-S. An enhanced cooperation should be actively pursued on climate resilience investment matters that are beneficial as a direct disaster response, as well as for medium or long-term climate adaptation.
191. The Ministry of Environment should coordinate with the Ministry of Education, Youth and Sports to incorporate CCA and DRR concepts into the curriculum of primary and high schools – and at the university level, where educational activities can interact positively with research on climate change implications and appropriate, sustainable resource utilization. Students can gain important knowledge and awareness, which they can subsequently share with their parents, relatives and neighbors.
192. The Sub-National Investment Fund (SNIF) is a unique, innovative scheme that has much promise. It must be supported by the preparation and dissemination of clear criteria for proposal preparation, and a predictable grant allocation, supported by capacity-building initiatives across the Sub-National levels of administration.

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Appendix A: Contributing Resource Persons

National Level

Name	Sex	Position	Organization
HE Ngan Chamroeun	M	Under Secretary of State / Deputy Executive Head of NCDD-S	NCDD-S
HE Ny Kimsan	M	Chief of PMSD	NCDD-S
HE So Vorin	M	Chief of Admin and Finance	NCDD-S
Hem Chantou	M	Senior Project Officer	ADB
Phay Sopheap	M	Project Manager	NCDM
Long Viseth	M	Deputy of PMSD	NCDD-S
Chhunn Bunnara	M	Deputy of PMSD	NCDD-S
Keo Propey	M	Chief Office	NDCCs
Chim Saren	M	CCS & SM	STEC/NCDD-S
Lim Bun	M	CCCB & KM	STEC/NCDD-S
Tort Vannak	M	Chief of Office	NCDD-S
Kong Chanthan	M	Consultant of ASPIRE	NCDD-S
Sous Pinreak	M	UNDP, SRL	NCDD-S
Manfred Staab	M	Team Leader	STEC/NCDD-S
Dr. Bonheur Neou	M	CC Monitoring and Evaluation Specialist and Deputy Teal Leader	STEC/MoP
Akhteruzzaman Sano	M	Gender Mainstreaming and Climate Change Specialist	STEC/MoWA
Bhujang Rao Dharmaji	M	CC Monitoring and Evaluation Specialist	STEC/MoP

Sub-national Level

Name	Sex	Position	Organization
Orm Em	F	Provincial Council	Koh Kong
Say Socheat	M	Vice chief of Provincial Governor	Koh Kong
Sao Sinthuon	M	Deputy Provincial Admin Director	Koh Kong
Sann Sany	F	PPMA	Koh Kong
Sat Samnang	M	PCDA	Koh Kong
Pen Vanna	M	Vice chief District Governor	Muldol Seyma
Eat Vanna	M	PDoP	Koh Kong
Lev Vannara	M	PDoWAM	Koh Kong
Sok Sotheavy	F	PDoWA	Koh Kong
Sann Sathya	M	Programme Manger Care	Koh Kong
Menghak Vichay	M	Executive Director of MPC	Koh Kong
Cheav Sopheap	M	Project Coordinator of IIRR	Koh Kong
Sou Socheat	M	Executive Director of Live & Learn	Koh Kong
Sing Nareth	M	Chief Office of District ENV	Mumdol Seyma
Rinn Sopheapheak	F	Vice chief District Governor	Mumdol Seyma
Pen Vanna	M	Vice chief District Governor	Mumdol Seyma
Kong Veasna	M	District Council Member	Mumdol Seyma
Pen Sophath	M	District Admin Director	Mumdol Seyma

Prum Sarath	M	Chief of District Planning Office	Mumdol Seyma
Neang Kun	F	Chief Commune	Peam Krosob Com
Chea Somnang	M	Director of Koh Kang School	Peam Krosob Com
Tit Chhean	M	Commune Council Member	Peam Krosob Com
Phat Hak	M	Vice Chief of One Village	Peam Krosob Com
Long Rath Oudom	M	Vice chief of Police Post	Peam Krosob Com
Sok Phea	M	Deputy Provincial Governor	Kampong Speu
Nhoun Lanh	M	Deputy Director of Admin	Kampong Speu
Teang Hillyna	M	Chief Agronomy Office of PDAFF	Kampong Speu
No Nak	M	Deputy Chief of PDENV	Kampong Speu
Khan Sovanmakara	M	Chief Officer of PDoP	Kampong Speu
Bun Thol	M	PPMA/NCDD-S	Kampong Speu
Kim Chean	M	PCDA/NCDD-S	Kampong Speu
Keo Sokhan	M	Deputy Chief of PDoWA	Kampong Speu
Nop Prin	M	Deputy Chief PDoWAM	Kampong Speu
Oeun Phearun	M	Manager Mlub Baitang	Kampong Speu
Uo Sambo	M	Manager of DPD	Kampong Speu
Chhorn Seyha	M	PAO of RACHA	Kampong Speu
Muth Rithy	M	CBO of LWD	Kampong Speu
Chhum Sothim	M	PVS of VSO	Kampong Speu
Meas Chandeth	M	EPO of LWD	Kampong Speu
Yin So Vuthy	F	Deputy of District Governor	Kornpisey District
Kang Somnang	M	District Admin Director	Kornpisey District
Seak Sokol	F	Chief of DOWA	Kornpisey District
Heng Sinath	F	District Advisor	Kornpisey District
Som Srun	M	Vice chief of CSO	Kornpisey District
Chea Rotha	M	Chief of District Agriculture Office	Kornpisey District
Sim Ol	M	Chief of DOWA	Kornpisey District
Savy Khonn	M	Commune Chief	Smab Kropeu
Khem Ngon	M	CC member	Smab Kropeu
Svay Top	M	Chief of Kak Kropeu Village	Smab Kropeu
Khon Sarom	M	Vice Chief of Tropaing Staung Village	Smab Kropeu
Tep Sor	M	Chief of Balaing Reachea Village	Smab Kropeu
Houn Sarann	F	Provincial Council	Pursat Province
Khoy Rida	M	Vice chief of Provincial	Pursat Province

Theang Pheng	M	Deputy Provincial Admin Director	Pursat Province
Chhunn Bonarith	M	Director of PDoP	Pursat Province
Mounh Kimsoeurn	M	Chief of Office of PDoWA	Pursat Province
Horn Sovann	M	Chief of Office of PDoAFF	Pursat Province
Prum Thon	M	Deputy Director of AFD	Pursat Province
Hor Sinang	M	Programme Manager of KNKS	Pursat Province
Samrith Uth	M	Executive Director of EPDO	Pursat Province
Khem Sokhon	M	Director of AK	Pursat Province
Lov Samnan	F	Executive Director of ANKO	Pursat Province
Koang Sovanna	F	Operation Manager of PK	Pursat Province
Chan Sath	M	Executive Director of Green Vision	Pursat Province
Nop Nath	M	Executive Director of KNKS	Pursat Province
Nhaim Chhin	F	CF of FLD	Pursat Province
Soung Neang	M	Executive Director of FLD	Pursat Province
Seang Sareth	M	Executive Director of VAPSD	Pursat Province
Douch Sreymom	F	Deputy Chief of District Governor	Krokor District
Nhem Hong	M	Deputy Chief of District Governor	Krokor District
Kuok Hon	F	District Council Member	Krokor District
Soy Kimsan	M	Chief of DPWO	Krokor District
Chhoun Puthea	F	CF of PDSP	Krokor District
Hong Heang	F	CF of PVT	Krokor District
Mek Sinoeun	F	Chief of PDO	Krokor District
Pol Vannara	F	Chief of WADO	Krokor District
Van Ty	M	DMA/NCDD-S	Krokor District
Heng Sovannareth	M	Chief of DTCO	Krokor District
Pin Lay	M	Acting Commune Chief	Anlong Thnoth
Bin Siv La	F	First Deputy of Commune Chief	Anlong Thnoth
Korng Sarun	F	CC member	Anlong Thnoth
Meas Ton	M	CC member	Anlong Thnoth
Lim Beseak	M	CC member	Anlong Thnoth
Kong Sakheoun	M	CC member	Anlong Thnoth
Kong Vivath	M	Deputy Chief PDoP	Takeo Province
Ouch Sambath	M	Officer of SSBKT	Takeo Province
Nget Nop	M	Chief of SSBKT	Takeo Province
Yin Pheary	F	Deputy Chief of PDWA	Takeo Province

Moeung Vuthy	M	Provincial Admin Director	Takeo Province
Seng Pho	M	PPMA/NCDD-S	Takeo Province
Ros Bunthoeun	M	Deputy of District Governor	Borey Cholsar
Siv Raksa	M	District Admin Director	Borey Cholsar
Ou Bunthoeun	M	Chief of Planning Office	Borey Cholsar
Nob Veasna	M	DMA/NCDD-S	Borey Cholsar
Kak Seur	M	District Agriculture officer	Borey Cholsar
Sok Pheakdey	M	Chief of DPWO	Borey Cholsar
Am Moeun	M	Second Commune Chief	Borey Cholsar
Seng Sareth	F	First Commune Chief	Borey Cholsar
Sop Mak	M	CC Member	Borey Cholsar
Hat Han	M	Chief of Deurn Kor Village	Borey Cholsar
Sor Kha	M	Chief of Sna Douch Village	Borey Cholsar
El Heak	M	Chief of Kampong Ampil Village	Borey Cholsar
Prak Son	M	Chief of Ang Kroch Village	Borey Cholsar