



**Ministry of Rural Development**



**Rural Development  
Strategy, Action Plan  
2019 – 2023**

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## Preface

The documents "2019-2023 MRD Policy-Strategy-Action Plan" were prepared together with the "2018-2020 Budget Strategic Plan" (BSP) by the Ministry of Rural Development (MRD), Royal Government of Cambodia, Phnom Penh in May/June 2018.

The Ministry of Rural Development (MRD) Cambodia is an institution that does not have a standalone sector-wide target, but rather is mandated with a number of cross-sectoral objectives and tasks under the banner of "rural development". By its very nature such mandate requires integrated policy and strategy approaches to avoid that the different technical operations are moving into different directions.

The concept of "Integrated Rural Development" has a rich history of theory and practice. Sometimes such concepts of integration experience difficulties in actual policy and strategy implementation because of the classical 'territorial' understanding of line ministries organized along sector lines. Over the past decades, a number of problems and issues have surfaced, globally and locally, that require complex answers to complex questions, and integrated approaches are called upon helping to articulate complex solutions for complex matters.

Two of the larger challenges that Cambodia (and the human population in general) face are developing resilience to climate change and assuring gender equality in development, both cross-sectoral subjects that best are met by integrated approaches.

The Ministry of Rural Development (MRD) has reformed its Policy and Strategy for Rural Development in Cambodia, and coupled it with an institutional Action Plan to assure full re-orientation within the next 5 years.

The challenges that rural Cambodia will face through changes in the climate are manifold, as basic economic, social and cultural features of the countryside are directly associated to the availability of natural resources (e.g. in the water cycle: rain, irrigation, flood, water festivals) which are a direct function of the prevailing climatic conditions.

Historically, construction and rehabilitation of rural roads is a centerpiece of MRD's programme. Roads, a very important part of rural infrastructure will continue to play a significant role in climate adaptation and enhancing rural development in Cambodia. Innovative new technical designs under the label of 'climate proofing' are expected to show the way ahead.

Climate change has the greatest impact on rural physical infrastructure and the services provided to Cambodia through changes in water regimes, typical flooding causing damages and disruption to roads and other communications, power supply, water and sanitation supply, wastewater treatment, solid waste collection as well as other social-commercial infrastructure (school, public services, market) etc. Disruption to services can be temporary and extreme, seasonal or much longer-term in nature, but the general effect is to erode or destroy the stock of Cambodia's physical assets.

Rural infrastructures such as transportation, agriculture farm structures, irrigation structures,

dairy, poultry, fisheries, shelter, sanitation, drinking water and electricity supplies services including both land and water transports are vulnerable to climate change and natural disasters.

It has been shown that the promotion of rural roads has a most beneficial impact on rural development. Investment in rural infrastructure to reduce rural poverty through productivity growth, but also through increased non-agricultural employment opportunities and higher wages<sup>1</sup>.

Climate change poses a threat to existing and future rural infrastructures, including high costs for adaptation, maintenance, and potential negative impacts. The major response to climate change for physical infrastructure typically involves some kind of “climate-proofing” or re-engineering to deal with more extreme weather condition. This has both “hard and soft elements” involving engineering, non-engineering and planning responses.

Most important, too, is that investment measures are not taken in isolation but in the context of natural, social and economic conditions. High-level area-based planning, data and knowledge management (including GIS) holds the key for successful adaptation, mitigation, climate resilience.

Under the reformed Policy and Strategy 2019-2023 the departments of MRD will work together in an integrated manner under specific thematic groups that will allow a better positioning of MRD, and the RGC in general, for a high quality of life in rural Cambodia with climate resilient communities in gender-balanced socio-economic relationships.

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<sup>1</sup> Fan, Shenggen, Peter Hazell and S.K. Thorat (2000), 'Impact of Public Expenditure on Poverty in Rural India', *Economic and Political Weekly*, Vol. 35, No. 40, p. 3587.

# I. Rural Development Strategic Plan

## Background

1. This draft 2019 Strategic Plan of the Ministry of Rural Development (MRD), Kingdom of Cambodia, is developed in May 2018 under the guidance of Policy Directive #433, Deputy Prime Minister Sok An, July 2011.
2. The 2019 Strategic Plan of MRD details the reformed 2019 Policy for Rural Development and covers the period from 2019 to 2023 (5 years).
3. This draft 2019 Strategic Plan of the Ministry of Rural Development (MRD), Kingdom of Cambodia, is developed in May 2018 under the following premises:

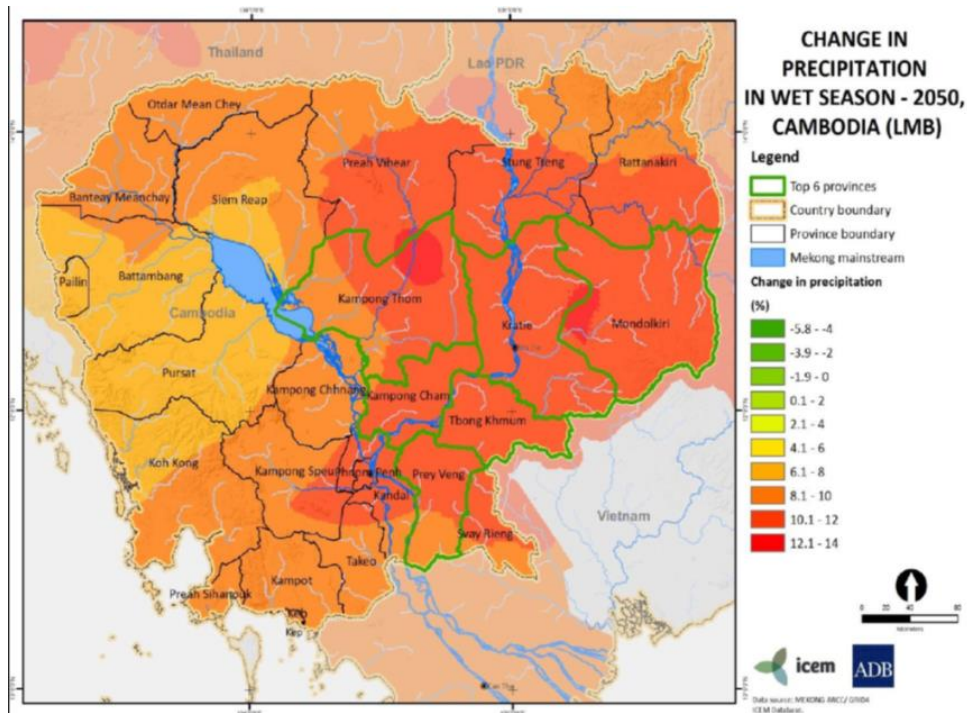
Compliance with keynotes of Samdech Techo Hun Sen, Prime Minister of Cambodia, on 5-years achievements in public finance management (PFM) reform, articulated in 2017, which emphasizes key factors being considered for Government policies, and that outputs, outcomes and progress of a policy cannot be disconnected from contributions of all government institutions, both directly and indirectly. (Samdech Akka Moha Sena Padei Techo Hun Sen<sup>2</sup>)

## Analysis climate change preparedness

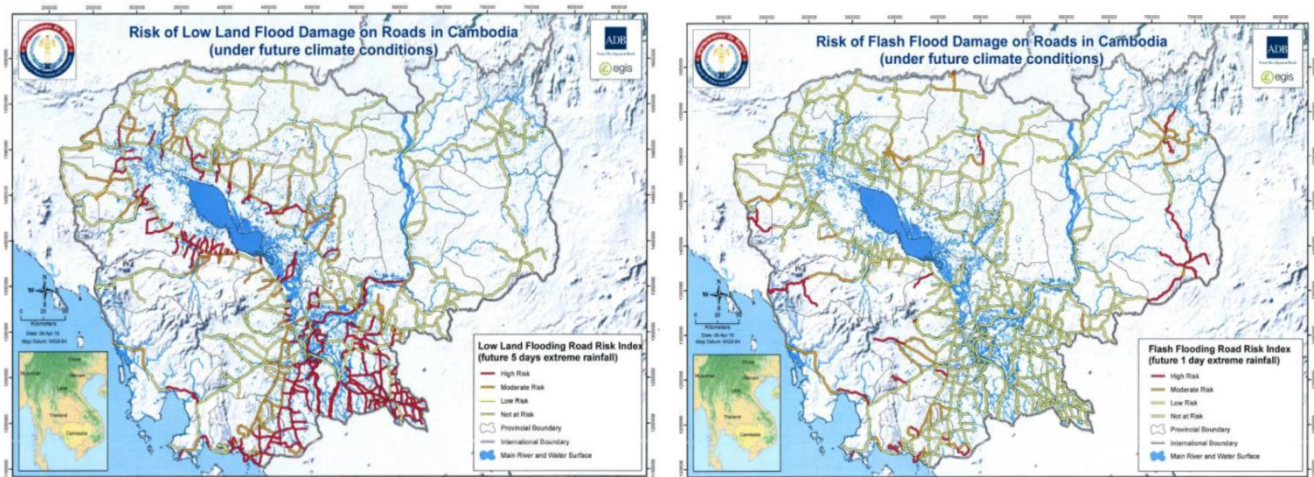
4. Cambodia consistently ranks as one of the ten countries most vulnerable to climate change, and one of the three most vulnerable in Asia. Overall, floods cause the most fatalities and economic damage. Impacts of extreme climate events in 2009, 2011 and 2013 disproportionately affect rural areas and those who depend on agriculture, fisheries and forestry; in which floods in 2011 shows crops loss on about 265,804 hectares (full damage) with 247 people as reported deaths. 350,274 houses were damaged and 1.6 million of people were affected. Other rural infrastructure, including 1,000 schools, 240 km of rural roads, as well as other water management infrastructure and key components for the rural economy was affected too. The economic loss was estimated US\$ 521,000,000 in total.

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<sup>2</sup> Keynote



5. In all rural areas of Cambodia, rainfall during the wet season will increase by 2050, most probably. In provinces of the east rainfall may increase by more than 10% (Source: MoE 2017). This will have effects and impact on all thematic programmes and sub-programmes of MRD. It will influence rural infrastructure, water supply and management, sanitation, family and household economics, access to rural public services, locations and livelihood of ethnic communities, and persistence or migration of rural communities in general. Capacity building and preparedness for these upcoming events are part of the challenges facing MRD and the RGC as a whole.



6. It is predicted that the system of roads will severely be affected by the changing weather regime (MPWT 2016). Above charts do refer to national and provincial roads. Certainly, for roads under the mandate of MRD the same spatial patterns can be expected, most

probably the situation will be worse as the present design of rural roads makes those more exposed to climatic variations, low land flooding and flash flooding. Based on records on rural roads damaged during the flood 2000-2013, it is estimated that 1,770 km of roads were fully destroyed while other 4,035 km of road length were partially destroyed.

7. Recent Climate Public Expenditure Reviews indicate that the level of climate related expenditures has grown from 0.9% of GDP (373 Bn riels) in 2009 to 1.2% of GDP (859 Bn riels) in 2015. Due to the potential impact of climate change on the Cambodian economy, it is essential that climate-related expenditures be managed in the most efficient and effective way. A three-year programme of work has been agreed between the Ministry of Economy and Finance (MEF) and the National Council for Sustainable Development (NCSD), with support from the Cambodia Climate Change Alliance (CCCA), to strengthen the Government's capacity to plan, budget and manage these climate change expenditures.
8. As the roles of men and women in the rural economy and in the rural households do differ, MRD anticipates that future strategies and action are increasingly addressing these differences, assuring gender equality in the processes toward rural climate resilience. More verifiable data and quality information is required to better understand gender-related implications of climate change in the rural areas of the country.
9. The RGC has a clear 5-years planning cycle and the current mandate will end in mid-2018. MRD is required to review its policy, strategy and action plan, which will become valid from mid-2018 to 2023.
10. The mandate of MRD is to improve the living standards and to alleviate poverty of rural people. MRD becomes increasingly committed to strong action against climate change impacts in rural areas. The MRD has built and climate-proofed significant rural infrastructure across the country to enhance the access by people using the government budget and various donor supported funds.
11. As part of this programme, tools are being introduced to reflect climate change in national planning and budgeting processes, and to take into account climate change in the prioritization of public investments. Given the importance of the rural development sector in the climate change response, Ministry of Rural Development (MRD) was selected to advance this initiative. Following a review of the status of climate change mainstreaming in the rural development sector, conducted in 2017, it is proposed to integrate relevant climate change aspects into the new Rural Development Policy, Strategy and Action Plan to be developed for the period 2019-2023.

## **The Vision of MRD**



12. In order to execute overall policy guidance provided through the 'Rectangular strategy for growth, employment, equity and efficiency', and the 'National Strategic Development Plan' (NSDP), the Ministry of Rural Development (MRD) formulated the following vision statement for the 2019 MRD Rural Development Policy, therefore providing the framework for unfolding further details through the 2019 MRD Strategic Plan (5 years, mid 2018-2023), and the 2019 Action Plan (2 years, mid 2018 – mid 2020).

- **The Ministry of Rural Development aspires to assure high quality of life in rural Cambodia; enabling all citizens to live in a healthy rural environment with nurturing social, economic and cultural conditions.**

13. It is positively recognized that "Green Growth" assembles a key feature of the Rectangular Strategy III (2014-18), and that the NSDP (2019-2023) identifies climate change as one of its main cross-cutting issues (together with gender equality and disaster risk management).

#### **The Mission of MRD**

14. The mandate of MRD covers a) coordinating, cooperating, implementing, monitoring and evaluating rural development projects and programs in order to rehabilitate and help develop the country's rural areas by assisting the rural population, b) coordinating the operational efforts of the various line Ministries and assistance programmes, and c) actively undertaking independent research initiatives to practically develop the rural areas of Cambodia by liaising widely, in order to assess likely needs and investigate possible solutions that would maximize identified opportunities, etc. (Source: MRD WWW 3/2018)

**The Ministry of Rural Development and its sub-national entities strive to implement and support coordination of integrated development programmes for the well-being of the rural population, serve as an institutional platform for research, dissemination of information, knowledge management on matters related to development of rural Cambodia, and be a driving force behind the realization of the Sustainable Development Goals (SDGs) relevant for rural Cambodia.**

15. The mission statement of MRD recognizes the importance of aligning the Ministry's actions with international efforts supported by Cambodia in the "Sustainable Development Goals" (SDGs); paragraph 54 of United Nations General Assembly Resolution A/RES/70/1 of 25 September 2015, plus the added goal (mines and UXO clearance for Cambodia).

## **Objectives of MRD Policy and Strategy**

16. The MRD 2019 Policy and the MRD 2019 Strategy are guiding documents for recognition of the rural areas in Cambodia as destined locations for a good quality of life.
17. The objectives of 2019 MRD strategy and different sub-strategies across the MRD do aim at increasing employment opportunities and income generation in family households, gender equity and equality, efficiency toward reduction of poverty and tangible diversification of livelihood, promotion of appropriate investment in rural development and climate resilience, reliable access to public services.
18. **In line with the reformed 2019 MRD Policy, the three objectives of the 2019 Strategy are:**
  - **To strengthen institutional and human resource development,**
  - **To increase coverage and resilience of rural infrastructure and quality of rural public services.**
  - **To ensure good quality of life through inclusive social and economic development of the rural areas.**

## **Strategy Framework**

### **Relevant RGC Strategies and Approaches**

19. The 2019 MRD Strategy must be implemented in the context and in complementarity with other strategies and approaches by the Royal Government of Cambodia, developed by different Ministries and institutional authorities:
  - The “Rectangular strategy for growth, employment, equity and efficiency”. “Green Growth” is a key feature of the Rectangular Strategy III (2014-18).
  - The “National Socio-Economic Development Plan NSDP” (2014-2018) recognizes climate change as one of its cross-cutting issues (together with gender and disaster risk management),
  - The Sector Development Plan, the National Forest Program 2010-2029, and the Energy Policy of Cambodia 1994 provide the foundation for specific investment policies.
  - The “Cambodia Climate Change Strategic Plan” (CCCSP) 2014-2023 reflects the political will and firm commitment and readiness for reducing climate change impacts on national development, and contributing to global efforts for mitigating GHG emissions under the UNFCCC.
  - The “Green Growth Road Map 2010”, the “National Policy on Green Growth 2013” and the “National Strategic Plan on Green Growth 2013-2030” move Cambodia toward the 7 A’s: Access to clean water and sanitation; Access to renewable energy; Access to information and knowledge; Access to means for

better mobility; Access to finance and investment; Access to food security (agriculture) and non-chemical products; and Access to sustainable land use.

- The National Policy on Green Growth envisages striking a balance of economic development with environment, society, culture.
- The National Strategic Plan on Green Growth aims to promote the sustainable long-term economic, social and environmental development of the country. Focus areas are: (i) Green Investment and Green Jobs Creation; (ii) Green Economy Management in Balance with Environment; (iii) Blue Economy Development with Sustainability; (iv) Green Environment and Natural Resources Management; (v) Human Resources Development and Green Education; (vi) Effective Green Technology Management; (vii) Promotion of a Green Social Safety System; (viii) Uphold and Protection of Green Cultural Heritage and National Identity; and (ix) Good Governance on Green Growth).
- The NP-SNDD / NCDD is the inter-ministerial mechanism for promoting democratic development through decentralization and de-concentration reforms throughout Cambodia. NCDD was established by Royal Decree on 31 December 2008.
- The Council for Development of Cambodia (CDC) is the most important platform to foster climate resilient investment in Cambodia through the private sector.

20. There is a wide range of opportunities for “green” economic value addition and job creation in the specific value chains associated to such commercial investment that could have direct benefits for rural Cambodia.

## **Strategy analysis**

### Economic Growth and Rural Poverty

21. Following more than two decades of strong economic growth, Cambodia has attained the lower middle-income status as of 2015, with gross national income (GNI) per capita reaching \$1,070. Driven by garment exports and tourism, Cambodia has sustained an average growth rate of 7.6% in 1994-2015, ranking sixth in the world. Economic growth reached 6.8 percent in 2017, according to preliminary estimates by authorities, and is expected to remain strong over the next two years (6.9% in 2018 and 6.7% in 2019), as recovering tourism activity coupled with fiscal expansion compensate for some easing in garment exports and construction growth.

22. Poverty continues to fall in Cambodia, albeit more slowly than in the past. In 2014, the poverty rate was 13.5% compared to 47.8% in 2007. About 90% of the poor live in the countryside. While Cambodia has achieved the Millennium Development Goal (MDG) of halving poverty in 2009, the vast majority of families who escaped poverty were only

able to do so by a small margin. Around 4.5 million people remain near-poor, vulnerable to falling back into poverty when exposed to economic and other external shocks.

23. Health and education remain both important challenges and development priorities for Cambodia. 32% (or approximately 0.5 million) of children under five are stunted. While net enrollment in primary education increased from 82% in 1997 to 97% in 2016, lower secondary completion rates, at 48% in 2015, are significantly below the average for lower middle-income countries. As of 2015, 70 percent of Cambodia's population (12.3 million people) do not have access to piped water supply, and 58 percent (9.3 million people) do not have access to improved sanitation.
24. Cambodia has made good strides in improving maternal health, early childhood development, and primary education in rural areas. The maternal mortality ratio per 100,000 live births decreased from 472 in 2005 to 170 in 2014, the under-five mortality rate decreased from 83 per 1,000 live births in 2005 to 35 per 1,000 in 2014.
25. In spite of these achievements, Cambodia still faces a number of development challenges, including the need for good quality public service delivery, inclusive development, better land administration and natural resources management, environmental sustainability, and good governance. Going forward, the success of addressing these challenges will rest not only on maintaining macroeconomic stability and enhancing economic diversification and export competitiveness, but also on improving the quality of public service delivery through more effective public spending that is more responsive to citizens' needs. (Source: The World Bank, www, April 2018)
26. While overall poverty in Cambodia has fallen, the pace of development between urban and rural areas varies greatly and 50 percent of Cambodians are living on less than \$2 a day. Cambodia is experiencing an increasingly unequal distribution of wealth geographically as well as within the social structure where (mainly urban) population groups have been able to benefit disproportionately from development. (Source: Asia Foundation August 2013)

#### Climatic Change and Public Finance

27. Cambodia's tropical monsoon climate is characterized by a rainy season and a dry season. The rainy season, which lasts from May to early October, accounts for 90% of annual precipitation. The dry season, from November to April, brings drier and cooler air from November to March and then hotter air in April and early May. The maximum mean temperature is about 28 C and the minimum mean temperature about 22oC. Maximum temperatures are common before the start of the rainy season and may rise to more than 38 C. The average annual rainfall from 1994 to 2004 varied between 1,400 mm and 1,970 mm.

28. The geographical incidence of extreme weather events such as droughts and floods vary, and while floods affect lowland areas, the geographical distribution of droughts is widespread. Though there are some actual benefits from the seasonal flooding experienced in the central plains, providing fish as well as nutrients to the soil, the frequency of severe floods has increased over the last decade. Storms occur more frequently between August and November, with the highest frequency in October. Until now, the country is less exposed to the full force of tropical cyclones and typhoons as it is surrounded by mountain chains, which dissipate a typhoon's force. (Source: GSSD 2015. Cambodia's Second National Communication under the United Nations Framework Convention on Climate Change. General Secretariat, National Council for Sustainable Development/Ministry of Environment, Kingdom of Cambodia, Phnom Penh.)
29. According the Cambodian Climate Change Investment Framework, initial scenarios indicate that the total amount of public climate finance could grow from about US\$185 million in 2013 to US\$255 million (low increase) or US\$300 million (high increase) per year by 2018. The share of resources of the global climate funds is expected to grow fastest, but the bulk of resources during this period will still be provided by Government and donors in country, either through dedicated climate finance, or as an element of broader development projects. (Source: NCSO 2015)
30. A very recent publication by MoE estimates the financial demand and the financing gap relating to the implementation of the climate agenda at national level in Cambodia to a total of USD 865.5 million for implementation (focusing on the needs of climate sensitive institutions). The financing gap is estimated at 92.7%. (Source GSSD 2017)

#### Population Forecast, Infrastructure and Services

31. The country's population is expected to grow from 16.7 mio in 2020 to 22 mio in 2050. Half of it will live in the rural area, half of it in urbanized areas; both will impose enormous challenges in providing reliable infrastructure and consistent public services.
32. It has to be well understood that the growth in urban areas will affect the rural areas in one way or another, as many assets of the rural areas (e.g. land, water, food production, labour) have to be used to maintain the urban population. Future strategies may need to move away from the distinction between urban and rural areas and synthesize 'regional' development along the lines of interactive rural-urban relationships.

## Cambodia Population Forecast

Year	Population	Yearly % Change	Yearly Change	Migrants (net)	Median Age	Fertility Rate	Density (P/Km <sup>2</sup> )	Urban Pop %	Urban Population	Country's Share of World Pop	World Population	Cambodia Global Rank
2020	16,715,508	1.50 %	239,575	-30,000	25.6	2.52	95	22.3 %	3,723,400	0.21 %	7,795,482,309	72
2025	17,808,685	1.28 %	218,635	-30,000	27.2	2.38	101	24.0 %	4,273,673	0.22 %	8,185,613,757	73
2030	18,797,878	1.09 %	197,839	-30,000	28.5	2.27	106	26.1 %	4,900,072	0.22 %	8,551,198,644	72
2035	19,723,795	0.97 %	185,183	-30,000	29.7	2.17	112	28.5 %	5,628,756	0.22 %	8,892,701,940	73
2040	20,592,416	0.87 %	173,724	-30,000	31.2	2.09	117	31.2 %	6,433,446	0.22 %	9,210,337,004	73
2045	21,369,568	0.74 %	155,430	-30,000	32.7	2.02	121	34.1 %	7,287,526	0.22 %	9,504,209,572	74
2050	22,019,028	0.60 %	129,892	-30,000	34.3	1.96	125	37.1 %	8,166,881	0.23 %	9,771,822,753	74

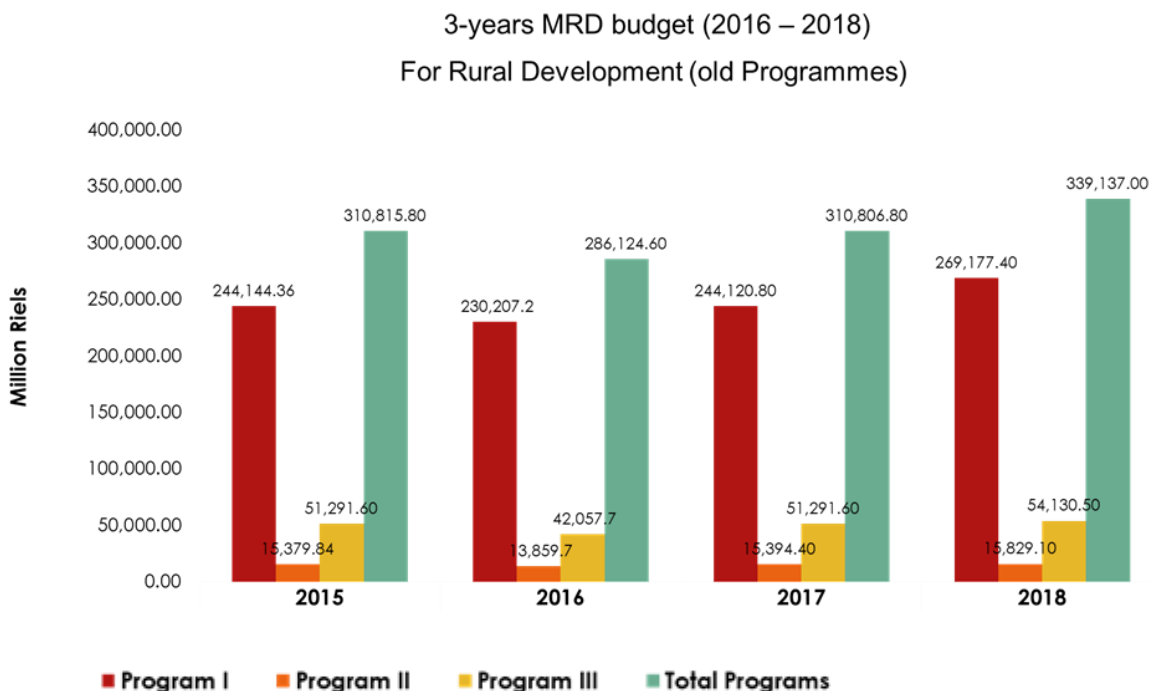
Source: **Worldometers** ([www.Worldometers.info](http://www.Worldometers.info))

Elaboration of data by United Nations, Department of Economic and Social Affairs, Population Division. *World Population Prospects: The 2017 Revision*. (Medium-fertility variant).

## Finance and Budget

33. The major share of the MRD budget provided by MEF (state budget according to the Budget Law) is used for construction and rehabilitation of rural roads.

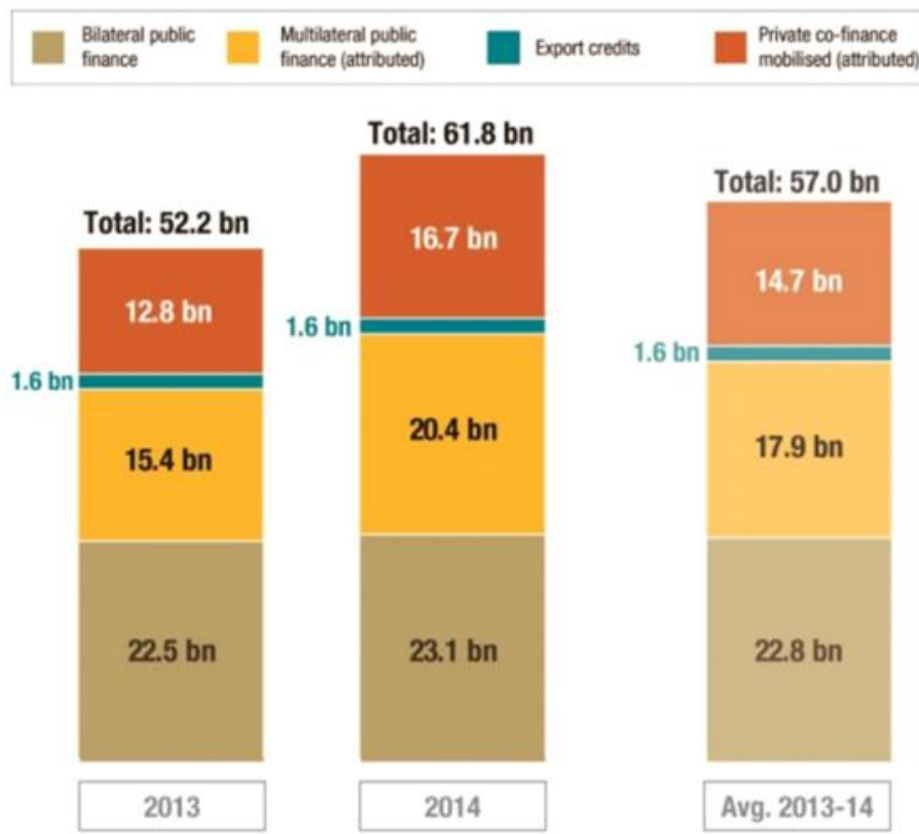
34. While there is a good and reasonable justification for allocating funds to this very important part of rural infrastructure, the difference to other MRD is striking and should be rectified, more accurately based on actual needs in the sector (e.g. rural water supply).



(Source: MRD)

35. In the context of enhancing rural climate resilience the national budget for MRD is insufficient, and will remain insufficient, as the expected actions required will by far exceed the possibilities offered through the national budget alone. The MRD, as well as other Cambodian entities, should develop capacity to attract international climate finance, and to manage medium- and large-scale projects across all MRD sub-programmes and themes.

36. The chart below shows the estimated international climate funding mobilized 2013 and 2014. Exact figures are not available but the tendency is on strong increase. These finance modalities can be accessed by different means and ways, often there are cumbersome administrative and bureaucratic measures involved that may not match the capacity of a recipient country. Most prominently, the Green Climate Fund (GCF), could serve as an example. Significant potential sources are linked to a heavy process of accreditation. No Cambodian entity so far managed to be accredited to the GCF but MoE and NCDDS are coming close to achieve this registration.



Estimated mobilized global climate finance in 2013 and 2014, in US\$, by funding source

(Source: OECD 2015)

## **Strategic Themes for Rural Development in Cambodia**

### **Rural economic development**

37. Substantial mitigation and adaptation measure would require strong policy commitments and subsequent investments in a green economy. Some highly efficient, appropriate production technologies could already be implemented without technical complexities. The challenge is therefore how to bring these technologies to rural areas. The successful implementation could generate a “triple dividend,” that is, energy saving, emission reduction and job creation. In this sense climate change can be seen as a chance for economic development in rural areas.

### **Climate change and vocational training**

38. Climate change education should aim not only to foster public understanding of climate change and “climate literacy” among students, but also to reorient the entire education system to achieve low-emission and climate-resilient development. This includes, for example, rethinking unsustainable lifestyles and promoting responsible consumption, “greening” technical and vocational education and training, integrating disaster preparedness in education, and building safe and green schools. There is a wide range of new vocational training options available for new technologies, appropriate and adapted older technologies.

### **Rural infrastructure**

39. Due to climate change has the greatest impact on rural physical infrastructure and the services provided to Cambodia through changes in water regimes, typical flooding causing damages and disruption to roads and other communications, power supply, water and sanitation supply, wastewater treatment, solid waste collection as well as other social-commercial infrastructure (school, public services, market) etc. Disruption to services can be temporary and extreme, seasonal or much longer-term in nature, but the general effect is to erode or destroy the stock of Cambodia’ physical asset which requiring higher levels of operation and maintenance cost both annual and periodic with increase frequent re-investment. In addition, increasing temperature will raise the demand for cooling of houses, offices, industrial premises etc. and increase level of dust on unpaved rural roads; etc.
40. The major response to climate change for physical infrastructure typically involves some kind of “climate-proofing” or re-engineering to deal with more extreme weather condition. This has both “hard and soft elements” involving engineering, non-engineering and planning responses.



### **Rural shelter**

41. Cutting-edge achievements are made in enhancing the capacity of communities to increase their resilience associated to all aspects of rural shelter in disaster situations. Strengthening river embankments and coastal polders (low-lying tracts of lands vulnerable to flooding), building emergency shelters and resilient homes, adapting rural households' farming systems, reducing saline water intrusion, especially in areas dependent upon agriculture and livestock raising, and implementing early warning and emergency management systems.

### **Rural water supply**

42. To evaluate how climate change will affect the balance between water demand and water availability, it is necessary to consider the entire suite of socially valued water uses and how the allocation of water across those uses is likely to change. Water is valuable not only for domestic uses, but also for its role in supporting aquatic ecosystems and environmental amenities, including recreational opportunities, and as a factor of production in irrigated agriculture, hydropower production, and other industrial uses. The social costs or benefits of any change in water availability would depend on how the change affects each of these potentially competing human water demands. Changes in water availability will depend on changes in the volume, variability, and seasonality of runoff, as modified by the operation of existing water control infrastructure and investments in new infrastructure.
43. The institutions that govern water allocation will play a large role in determining the overall social impacts of a change in water availability, as well as the distribution of gains and losses across different sectors of society. MRD will take a lead in collecting data and information related to availability of water and rural water supply in Cambodia across the whole water cycle.

### **Rural sanitation technology**

44. Extreme weather events such as drought, flooding, or storm surges, as well as the problem of sea level rise put existing sensitive, often antiquated sanitation systems at risk. Drought leads to insufficient water resources being available to flush sewage systems adequately and accompanying higher temperatures can have an impact on how sewage systems operate. Flooding, from storms or sea level rises, can lead to inundation of pit latrines or sewage treatment facilities, which increases the risk of contamination of the environment. As local climates change, as temperatures vary with reduced predictability, as regions experience higher or lower rainfall, and greater extremes in weather patterns, it is crucial that resilience is built into the existing and planned sanitation systems.

### **Rural health**

45. The vulnerability of communities to the health impacts of climate change is a function of a range of factors, such as age profile, pre-existing health conditions, awareness of the risks, socio-economic status, housing and the surrounding infrastructure (eg. communications, transport, water and sanitation), exposure of particular livelihoods, and access to health services. An unfavorable combination of these factors leaves many communities in rural Cambodia more vulnerable.

### **Rural waste management**

46. There are multiple technological options to reduce GHG emissions from post-consumer waste. Composting can eliminate greenhouse gas emissions from landfill, and reduce overall GHGs from solid waste. Offsetting this, the use of compost in agriculture increases carbon sequestration, decreases the need for irrigation, and also reduces the need for chemical fertilizers. Waste-to-energy via combustion is another option with potential for climate change mitigation.

### **Renewable energy**

47. Renewable energy will be the key element for coping with climate change. The rural areas in Cambodia have very good potential for application of renewable energies. Locally, this will help to cope with water, food, and fuel shortages resulting from the impacts of climate change on communities.

### **Community development**

48. Many communities that are vulnerable to climate change impacts have been dealing with climate variability for decades and have a wealth of knowledge about how to adapt. Community-based adaptation to climate change focuses on empowering communities to use their own knowledge and decision-making processes to take action. In this regard, the role and functions of the Village Development Committees (VDCs) should be strengthened, institutionally and through individual capacity building.

### **Indigenous people and land use**

49. Forestry and land use practices hold considerable potential for counteracting the effect of greenhouse gas emissions, helping to prevent significant climate change. These practices include focusing on planting trees, preserving and properly managing forests, and changing cultivation practices to account for increased carbon storage in the soil. Such practices could make it possible to increase carbon sinks while further reducing the emission of greenhouse gases.

### **Urban sprawl**

50. Effects of urban sprawl can be devastating or subtle in and around large, medium-sized, and small cities, and even in small towns in rural areas: increasing traffic and air pollution, water pollution, loss of fertile agriculture land, are some of the possible consequences.

### **Research and development**

51. MRD will create a climate change research programme for rural Cambodia within NCSD and CARD, aiming at research on reducing carbon emissions, including clean energy, adaptation, and resiliency, with an emphasis on rural Cambodia. It is designed to leverage MRD's role as an interagency body to focus on cross-cutting research investments that build community resilience, integrate land use and development considerations, and facilitate the transformation of rural communities.

### **Training**

52. MRD will offer formal training and webinars, and other resources. This will help MRD staff knowledge and appreciation of climate science, climate change, global warming, and resources management strategies being developed and implemented to deal with the changing conditions brought on by climate change. Suitable training will be extended to village, commune, and district levels through the PDRDs.

### **Migration management**

53. Globally, climate change will result in a massive movement of people inside countries and across borders, creating "hotspots" in already crowded areas, according to the World Bank. Within countries, the effects of climate change will create multiple "hotspots": made up of the areas people move away from in large numbers, and the areas they move to. Such flows of people could cause enormous disruption, threatening governance and economic and social development. MRD will incorporate climate change migration into its national development planning; and invest in further data and analysis for use in planning.

### **Climate audits**

54. The objective of this strategy is to assess the effectiveness of the MRD's governance structure and management practices supporting an integrated approach to manage climate change adaptation activities and initiatives with internal and external stakeholders. The scope of the audit can focus exclusively on MRD's adaptation activities; considering the horizontal nature of the audit topic other government departments and external stakeholders can be contacted to assess MRD's ability to work effectively with these partners.

### **Supplies and supply chain**

55. Selection of supplies and supply chain can play a key role in innovations such as low-carbon products, sustainability related services, better product and packaging design, and other developments that can help adaptation and enhance reputations. With the new MRD building being planned, the Ministry is in a unique position to put some visible climate adaptation measures into place.

### **Public relations**

56. Both near and longer-term, PR could help facilitate the growth of rural resilience as well as fulfilling its normal communication functions. It could act through collaboration with community development practitioners (PDRDs, VDCs), whose expertise in building community capacity could complement public relations' communication and relationship management competence.

### **Cross-cutting: Gender**

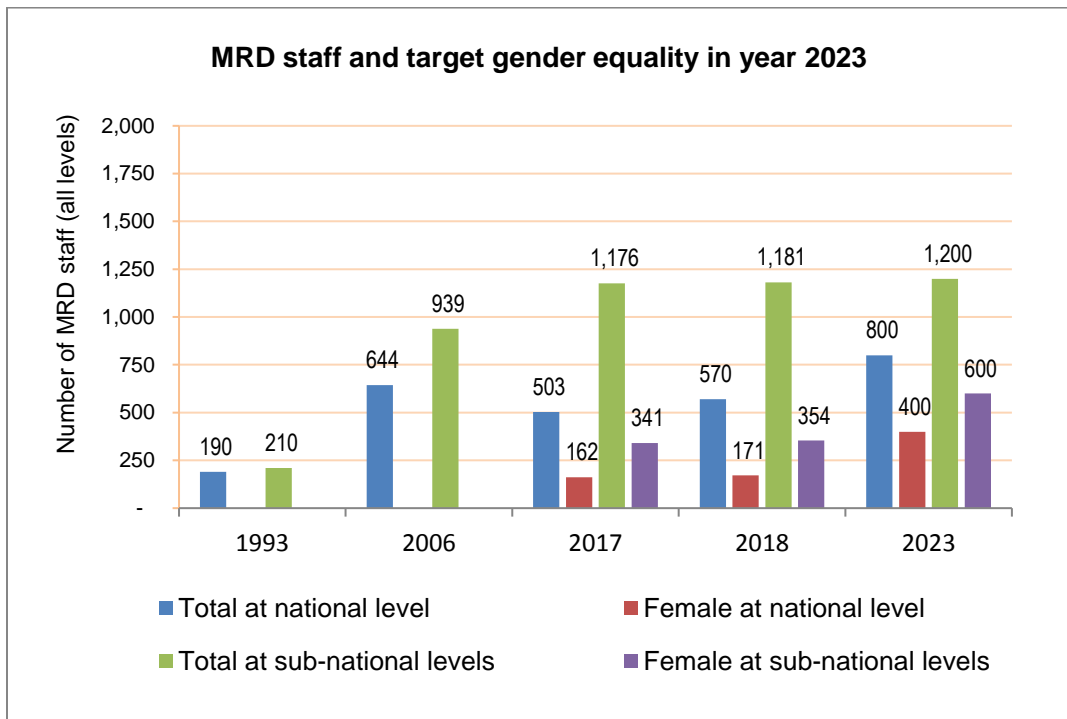
57. Climate change has a greater impact on those sections of the population that are most reliant on natural resources for their livelihoods and/or who have the least capacity to respond to natural hazards, such as droughts, landslides, floods and hurricanes. Women commonly face higher risks and greater burdens from the impacts of climate change in situations of poverty, and the majority of the world's poor are women. Women's unequal participation in decision-making processes and labour markets compound inequalities and often prevent women from fully contributing to climate-related planning, policy-making and implementation.

58. Women play a critical role in response to climate change due to their local knowledge of and leadership in e.g. sustainable resource management and/or leading sustainable practices at the household and community level. Women's participation at the political level has resulted in greater responsiveness to citizen's needs, often increasing cooperation across party and ethnic lines and delivering more sustainable peace. At the local level, women's inclusion at the leadership level has led to improved outcomes of climate related projects and policies.

59. MRD will spearhead a nationwide survey on gender in rural Cambodia with focus on economic development. By 2023, MRD intends having gender parity amongst its own staff, as far as total staff numbers are concerned.

## Programmes and Sub-programmes

60. Building upon the strategic analyses, appropriate MRD responses are organized through 4 Programmes and 14 Sub-programmes:
- Programme 1 for enhancing capacity building and ICT and knowledge management.
  - Programme 2 for improving quality and resilience of the rural roads infrastructure network.
  - Programme 3 to increase access to improved rural water supply and healthcare.
  - Programme 4 to ensure a sustainable rural economy and harmonious community development.
61. The re-designed Programmes and Sub-programmes are built upon the existing department structure but the thematic coverage has widened, and the objectives of the Programmes have been given a distinct orientation on fostering climate resilience in rural Cambodia.
62. Gender equality is experiencing a major strategic uplifting which will be practically demonstrated by implementing a nation-wide survey on rural women and economic empowerment.



63. Further to routine programmatic action MRD responds to crosscutting issues through 3 internal Technical Working Groups (Gender, Climate Change and HIV/Aids), each headed by an Undersecretary of State.

64. Structure Programme 1: Enhancing capacity building and ICT and knowledge management

- 1.1 Capacity building (institution): planning, information management, budget implementation, audits and supervision, administration, policy support
- 1.2 Capacity building (gender): women empowerment for rural economic development
- 1.3 Capacity building (PDRDs): policy and finance support
- 1.4 Capacity building on climate resilience, SDG achievement, project development, M&E
- 1.5 Capacity building on integrated rural development, service provision, private investment, others
2. Institutional mainstreaming of climate change, including audits of climate relevance; supplies, staff recruitment etc
3. Rural community information systems ('village labs')
4. Research and academic collaboration

65. Structure Programme 2: Improving quality and resilience of the rural roads infrastructure network.

- 1.1 Maintenance and rehabilitation of rural roads, bridges
- 1.2 Improved rural roads resilience to climate change (incl. bridges)
- 1.3 Rural road inventory and mapping (incl. bridges)
- 1.4 Build new rural roads network – chapter 21
2. Rural road maintenance by PDRDs
3. Safe shelters / places, flood protection
4. Public parks, greens, gardens, etc.

66. Structure Programme 3: Increased access to improved rural water supply and healthcare

1. Improved rural water services
- 1.1 Awareness raising on safe water
2. Increased access to improved latrines
- 2.1 Increased behavior change on personal hygiene
3. Improved rural water and sanitation services by PDRDs
4. Rural waste management

67. Structure Programme 4: Ensure a sustainable rural economy and harmonious community development.

- 1 Rural economic diversification and family livelihood
- 2 Integrated rural development for rural communities
- 3 Options for local vocational skill training
- 4 Development and conservation of ethnic minority communities (ethnic diversity and cultural identity)
- 5 Appropriate rural technologies
- 6 Migration and spatial development
- 7 Landscape, urban and industrial sprawl

**Table 2: Programme, Sub-programmes and Responsible Departments**

Objective	Programme / Sub-programme	Responsible Department	Included in BSP 2019
<b>1. Strengthen capacity development and knowledge management</b>	<b>Programme 1: Organizational Development and Capacity Building, knowledge and ICT management</b>		
	– <b>Sub-programmes:</b>		
	Strengthen capacity on planning and rural information management	Planning and Public Relations and Training and Research Departments	Yes
	Strengthen the implementation of program budgeting	Finance and Supply Department	Yes
	Strengthen Internal Audit and Supervision	Internal Audit Department	Yes
	Strengthen capacity on administration management and women in development	Administration and Human Resources Department	Yes
	Supporting services on administration, policy and staff recruitment	Administration and Human Resources Department	Yes
	Support administration and finance services at PDRD level	Administration, and Finance and Supply Department	Yes
	Capacity building on: (i) climate resilience, (ii) SDG achievement, (iii) project development, (iv) M&E	Planning and Public Relations Departments	No
	Capacity building on: (i) mainstreaming CC, (ii) climate audit, (iii) integrated rural development,	Rural Community Development and Training and Research Department	No
	Rural Information Services	Training and Research Departments	No
Research and academic collaboration	Training and Research	No	
<b>2. Increase coverage and resilience of rural infrastructure and quality of rural public services</b>	<b>Programme 2: Improve Quality and Resilience of Rural Road Infrastructure Network</b>		
	– <b>Sub-programmes:</b>		
	Road maintenance and rehabilitation	Rural Road Department	Yes
	Rural Roads Improvement using resilience standards	Rural Road Department	Yes
	Rural Inventory and mapping	Rural Road Department	
Build new roads network (Chapter 21)	Rural Road Department	Yes	



Objective	Programme / Sub-programme	Responsible Department	Included in BSP 2019
	Rural roads maintenance by PDRD	Rural Road Department and PDRD	Yes
	Build flood-safe places and flood protection	Rural Road Department	No
	Public parks, greens / gardens	Rural Road Department	No
	<b>Programme 3: Increase Access to Improved Rural Water Supply and Healthcare</b>		
	– <b>Sub-programmes:</b>		Yes
	Rural water infrastructure management	Rural Water Supply and Rural Healthcare	
	Rural waste management		Yes
	Rural health and sanitation		Yes
	Small scale irrigation to household livelihood and small farming	Rural Water Supply and Economic Development	Yes
<b>3. Ensure a good quality of life through inclusive social and economic development of the rural areas</b>	<b>Programme 4: Enhance Sustainable Rural Economy and harmonious community development</b>		
	– <b>Sub-programmes:</b>		
	Rural economic diversification and household livelihood improvement	Rural Economic Development	Yes
	Integrated rural community development	Rural Economic Development	Yes
	Options for local vocational skills	Rural Economic Development	Yes
	Ethnic diversity and cultural identity	Ethnic Minority Development	Yes
	Provide rural public services by PDRD	PDRD	Yes
	Gender equality and economic empowerment	Rural Economic Development	No
	Appropriate rural technologies and renewable energies	Rural Community Development	No
	Migration and spatial development	Rural Community Development	No
	Landscape, urban and industrial sprawl	Rural Community and Economic Development	No

## **Priority Action and Activities**

68. In the overall context of different strategies and sub-strategies developed by RGC authorities, institutions and organizations, the priorities for MRD toward climate resilience will evolve on strategic and operational levels.

### **Priorities on strategic level:**

- Mainstreaming of strategic actions for climate resilience across all departments;
- Strengthening of provincial and sub-national entities toward planning and implementation of climate resilience projects, up-lifting of PDRD resources;
- Structural re-adjustments within MRD matching the new challenges
- Increasing state budget for climate action;
- Accessing international climate finance, active promotion to international climate finance institution;
- Designs for climate-proofing of rural infrastructure;
- Management of water supply within the full water cycle (including sanitation, health)
- Income generation and livelihood protection through green economic measures;
- Support to DRR/CCA measures undertaken by other parties, especially through NCDM and NCDD

### **Priorities on operational Level:**

- Mainstreaming CCA and gender in existing MRD programmes, sub-programmes, projects
- Development of overall budget format including state budget and third-part finance
- Strengthening capacity of M&E section (national and provinces)
- Enhancing ICT capacity, focus
  - i. CCA and climate resilience
  - ii. Rural technologies
  - iii. Vocational training
- Institutionalization of a central Project Development Unit
- Development of project proposals with other Ministries, NCSD, CARD on new areas of interventions
- Bi-annual Cambodian Rural Development Conference
- Planning and implementation of country-wide survey on gender in rural Cambodia (quantitative and qualitative)
- Establishing links with academia, research and rural development institutions, both nationally and regionally.
- Inclusion of climate audits in the annual agenda of the MRD internal auditor

69. The 2019 MRD Strategy realizes that a few Departments are working with existing strategy and planning documents which will have to be accommodated within the overall priorities for the

whole of MRD, as much as realistically possible. An overview on existing MRD Department documents with strategic relevance is provided through the following table.

### Existing documents by different MRD departments

No.	MRD's Department	Existing documents by individual department (separately) and 3 main priorities			
		BSP & Action Plan (3-year Rolling)	National Action Plan (5 years: 2014-2018)	Strategy	Policy (till 2025 or longer)
1	<b>Rural Road</b>	Upgrade standard for rural road design to ensure climate resilience <sup>3</sup> Construct, rehabilitate and maintenance rural roads (increase both quality, quantity and costing) Road inventory and mapping	N/A	N/A	N/A
2	<b>Rural Water Supply</b>	<ul style="list-style-type: none"> <li>Upgrade standard for rural water supply with climate friendly model</li> <li>Increase access to improved water supply</li> <li>Resource mobilization</li> </ul>	Upgrade standard for rural water supply with climate friendly model Increase access to improved water supply and sanitation Resource mobilization	N/A	<p><u>Vision:</u> By 2015, all people in rural communities access to clean water and sanitation and live in healthy and sustainable environment:</p> <ul style="list-style-type: none"> <li>Coordination and support the implementation of rural water supply and sanitation policy</li> <li>Promote socio-economic value</li> <li>Management of sustainable water environment/supply</li> <li>Promotion of community participation on rural water supply and sanitation programmes</li> </ul>
3	<b>Rural Healthcare</b>	<ul style="list-style-type: none"> <li>Increase access to improved and sanitation</li> <li>Resource mobilization</li> </ul>		N/A	
4	<b>Rural Community Development</b>	<ul style="list-style-type: none"> <li>Enrich function of Community Development Centers (including construction of new centers and strengthen management)</li> </ul>			

<sup>3</sup> E.g upgrading rural roads to be flood safe place within most flood prone location

No.	MRD's Department	Existing documents by individual department (separately) and 3 main priorities			
		BSP & Action Plan (3-year Rolling)	National Action Plan (5 years: 2014-2018)	Strategy	Policy (till 2025 or longer)
		<ul style="list-style-type: none"> <li>Strengthen capacity of Village Development Committee links</li> <li>Integrated Village Development</li> <li>Home gardening and community awareness raising</li> <li>Local vocational skill and CBDRR</li> </ul>			
5	<b>Rural Economic Department</b>	<ul style="list-style-type: none"> <li>Provide vocational skill</li> <li>Diversification of household livelihood and agriculture E.g. DMC modeling of soil/MAFF</li> <li>Credit scheme and CfW</li> </ul>	N/A	N/A	N/A
6	<b>Ethnic Minority Development</b>	<ul style="list-style-type: none"> <li>Awareness raising and training on CCA</li> <li>Fertilization of agriculture soil (new technology from Brazil)</li> </ul>			National Policy on the Development of Indigenous People, Council of Ministers 2009
7	<b>Training and Research</b>	<ul style="list-style-type: none"> <li>Conduct research</li> <li>Develop training curriculum and manuals</li> <li>Documentation of success stories/good practices</li> </ul>	N/A	N/A	N/A
8	<b>PDRD</b>		N/A	N/A	N/A
9	<b>Other Departments</b>		N/A	N/A	N/A

### Coordination and Collaboration

70. On national level further engagement in the National Council for Sustainable Development (NCSD) and the Council for Agriculture and Rural Development (CARD) is essential for strategic guidance.

71. On provincial level, the PDRDs – in collaboration with the Governor's office – should take the lead for supporting and coordination of climate adaptation and mitigation measures in the province. Special attention should be paid to appropriate climate resilient investments beneficial for rural

Cambodia. Engagement with the Council for Development of Cambodia (CDC) will be helpful for this purpose.

72. It is important that international climate finance is able to reach the sub-national levels, districts, communes, villages. At present only 11% of global climate finance reaches the rural areas. Coordinating measures with NCDM and NCDD, the National League of Communes / Sangkats, and others (e.g. the Tonle Sap Authority) can be developed.

73. Given the (only) official mandate for integrated rural development in Cambodia, MRD is in an excellent strategic position to foster coordination and collaboration with a wide range of partners inside and outside the country.

## Monitoring and evaluation

### Indicators

74. The following 4 indicators were discussed by MRD with MoP. For the new NSDP 2018-2023 the selection might be reduced to two indicators only.

- Length of climate resilient rural roads (VRA, improved drainage, improved DBST/concrete pavement).
- % of families having access to piped water (this is overlapped with MIH)
- % of families having access to protected wells.
- % of families having access to hygiene latrines.

Cross-thematic indicators for the 2019 MRD Strategy are:

- Training skills in CCA technologies
- Type of CCA technologies in use
- Intervals of O+M in years
- Location and density of services provided (map)
- Dispersion of ITC businesses
- Purpose and # of trainings / participants

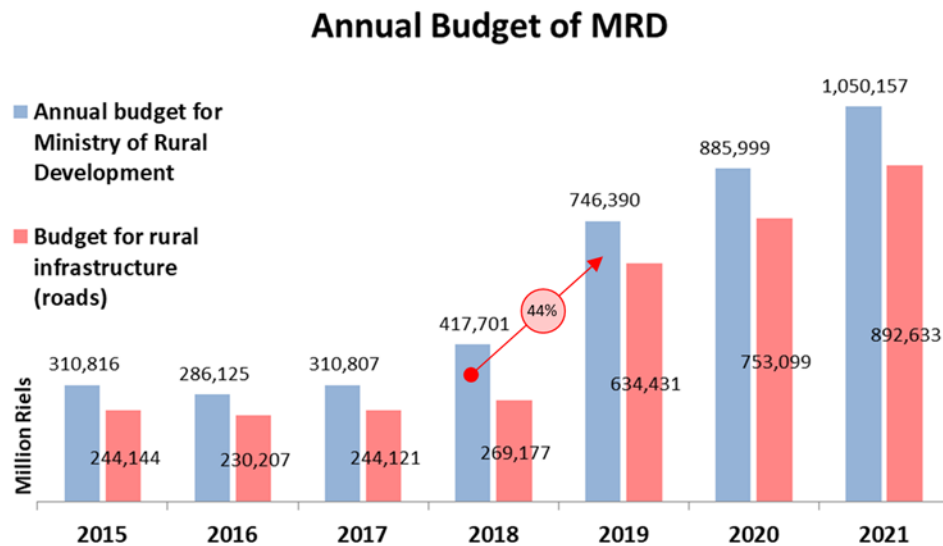
75. Indicators with specific relevance to climate change are

<b>Proposed climate change-related Indicators</b>	<b>Innovative interventions associated with community participation in design process and constructions, private sector partnerships and wide knowledge management and dissemination</b>
Increase (length) elevations roads and other physical works in flood prone areas in xx communes by 2023*	Change materials usage (quantity and quality) to allow for both greater moisture saturation and retention, more robust paving and flood embankment system, stronger roofing etc.
By 2023 capacity expansion of potable water supplies, drainage and wastewater management in xxx	Identify infrastructure most at risk, review of existing levels of exposure based on current designs and increase the use of “green” and energy planning, promote ecosystem-

communes improved	enhancing plantings with typical climate-resilient tree species along roads to provide shade and aid water retention linked to upstream water resources management.
By 2023 rural road inventory and vulnerability mapping in xx provinces enhanced/computed	
Increase institutional capacity to understand and address climate change issues	Staff training and awareness raising exercises generally need to complement climate resilience interventions new physical intervention.

\*1) can be read differently: By 2023, losses and damages of rural infrastructure from climate change (floods) reduced by 20% compared to baseline a 5-year average of losses from 2009 to 2013 in the length of rural roads affected by and other rural physical work losses incurred from climate change/floods

## Financial Resources



Overall budget gap in 2019 in about 30% (out of 44% increased) while following year estimated 20% gap. **Budget for rural road** will be shared from the total budget of MRD at approx. 77-79% from 2019 to 2023

76. Through the new BSP 2018-2020 the annual budget for MRD is suggested to be increased by 44% from 2018 to 2019. The budget gap is 30%.
77. The contributions by Donors directly to MRD projects are not further specified, and total financial inputs are not consolidated in an overall financial framework.
78. Budgets have to make a clear distinction between estimates for national budget, third party finance to the national budget, or direct project finance, and all climate finance climate should be recorded separately, too

79. It is expected that priority activities for the whole of MRD, as outlined in the 2019 Strategy, and the 2019 Action Plan, are funded as seed initiative by the RGC through MEF and approved through the Budget Law.
80. It is foreseen that MEF will agree to seed capital for new programme activities of \$ 500.000 \$ in each of the coming two years, to be reduced to \$ 300.000 in the following years. Development Partners are expected to contribute 1.5 Mio in the first two years (through basket funding treasury).

### Identification of initial new funds needed for reformed programmes and sub-programmes

Description	Budget Law 2018			Budget 2019			Budget 2020			Budget 2021		
	National	DP	Other	National	DP	Other	National	DP	Other	National	DP	Other
Seed capital for new programmes in new Strategy	500.000	1.500.000		500.000	1.500.000		300.000			300.000		
Project funding for new sub-programmes				100.000	2.000.000		100.000	4.000.000		100.000	10.000.000	

Notes:

1. Further support as direct project funding for new activities is expected by MEF (100.000) and Development Partners (\$ 2 Mio in 2019, increasing to \$ 10 Mio in 2021).
2. International climate finance is expected to rise from \$ 5 Mio in 2019 to \$ 12 Mio by 2021 with further annual increase envisaged, as the results of projects prepared by MRD.

### Identification of International climate finance

Description	Budget Law 2018			Budget 2019			Budget 2020			Budget 2021		
	National	DP	Other	National	DP	Other	National	DP	Other	National	DP	Other
Seed capital for new project proposals		1.500.000			1.500.000							
Climate finance project funding						5.000.000			10.000.000			12.000.000



## **Conclusions and recommendations**

81. The 2019 MRD Strategy is realistically based on MRD mandate, operations and actions from previous periods, ongoing activities; plus anticipating new challenges and developments in rural Cambodia, especially related to resilience to climate change and to growing gender equality in the country.
82. In line with a newly developed policy for rural development, new areas of interventions have been opened up; new opportunities are identified for the benefits of the rural population.
83. Those innovations will be gradually implemented, initially founded by seed funds from the state budget and planned substantial investments through international climate finance and other funding sources.
84. Appropriate investment from the private sector that maintains and enhances the unique character of rural Cambodia is sought in support to this orientation.
85. The new 2019 Strategy sets MRD on the path to assure high quality of life in rural Cambodia; enabling citizens to live in a healthy rural environment with nurturing social, economic and cultural conditions.

## **II Action Plan**

### **Background**

1. This 2019 Action Plan describes and prioritizes concrete action and activities derived for implementation of the 2019 MRD Policy and 2019 Strategic Plan. It covers the period 2019-2023.
2. It complies with keynotes of Samdech Techo Hun Sen, Prime Minister of Cambodia, on 5-years achievements in public finance management (PFM) reform, articulated in 2017, which emphasizes key factors being considered for Government policies and public finance 32.
3. The Law on Establishment of MRD, Royal Decree and Sub-decree provides the foremost legal foundation for this Action Plan.
4. Otherwise, the 2019 Action Plan is governed by regulations published in the Royal Gazette, which promulgates decisions of the government such as royal and sub-decrees, both as hardcopies or online editions. Specific reference to Sub decree No. 78 on organization and function of MRD management.
5. The foundation for this Action Plan is provided through the mandate of the Ministry of Rural Development (MRD), providing clear directions for the Ministry's policy and strategy development (MRD www 4/2018).

### **Summary of Policy and Strategy**

6. The goal of the 2019 MRD policy is overall recognition and development of the rural areas in Cambodia as destined locations for social, economic and cultural well-being, and a good quality of life.
7. Concrete objectives of the policy and the subsequent strategy do aim at inclusive, appropriate, rural socio-economic development, provision of quality rural infrastructure (including roads), provision of rural public services valued by the population, and institutional and individual capacity building for being prepared to future challenges; foremost the anticipated effects of climate change to natural resources, economy and rural society.
8. In order to execute overall policy guidance provided through the 'Rectangular strategy

for growth, employment, equity and efficiency', and the 'National Strategic Development Plan' (NSDP), the Ministry of Rural Development (MRD) formulates the following vision statement for the Rural Development Policy:

- **The Ministry of Rural Development aspires to assure high quality of life in rural Cambodia; enabling all citizens to live in a healthy rural environment with nurturing social, economic and cultural conditions.**

9. Based upon its mandate the MRD formulates a Mission statement sketching out the Ministry's purpose, identifying the goal of its operations and what kind of guidance and services it provides:

**The Ministry of Rural Development and its sub-national entities strive to implement and support coordination of integrated development programmes for the well-being of the rural population, serve as an institutional platform for research, dissemination of information, knowledge management on matters related to development of rural Cambodia, and be a driving force behind the realization of the Sustainable Development Goals (SGDs) relevant for rural Cambodia.**

10. The policy and strategy of MRD recognize the importance of aligning the Ministry's actions with international efforts supported by Cambodia in the "17 Sustainable Development Goals" (SDGs); paragraph 54 of United Nations General Assembly Resolution A/RES/70/1 of 25 September 2015.

11. The policy and strategy of MRD implies agreed principles and actions under the United Nations Framework Convention on Climate Change (UNFCCC), an international environmental treaty opened for signature at the Earth Summit in Rio de Janeiro 1992. The UNFCCC objective is to "stabilize greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system".

12. The three objectives of the 2019 MRD Policy and Strategy are:

- **To strengthen institutional and human resource development,**
- **To increase coverage and resilience of rural infrastructure and quality of rural public services.**
- **To ensure good quality of life through inclusive social and economic development of the rural areas.**

13. Activities are implemented through 4 MRD Programmes (and related Sub-programmes):

- **Programme 1 for enhancing capacity building and ICT and knowledge management.**
- **Programme 2 for improving quality and resilience of the rural roads infrastructure network.**
- **Programme 3 to increase access to improved rural water supply and healthcare.**

- **Programme 4 to ensure a sustainable rural economy and harmonious community development.**

## Summary Situational Analysis

14. Following more than two decades of strong economic growth, Cambodia has attained the lower middle-income status as of 2015. Poverty continues to fall in Cambodia, albeit more slowly than in the past. In 2014, the poverty rate was 13.5% compared to 47.8% in 2007. About 90% of the poor live in the countryside.
15. As of 2015, 70 percent of Cambodia's population (12.3 million people) do not have access to piped water supply, and 58 percent (9.3 million people) do not have access to improved sanitation.
16. In spite of outstanding achievements, Cambodia still faces a number of development challenges, including the need for good quality public service delivery, inclusive development, better land administration and natural resources management, environmental sustainability, and good governance. (Source: The World Bank, www, April 2018)
17. While overall poverty in Cambodia has fallen, the pace of development between urban and rural areas varies greatly and still 50 percent of Cambodians are living on less than \$2 a day.
18. The geographical incidence of extreme weather events from changing climate - such as droughts and floods - varies, and while floods affect lowland areas, the geographical distribution of droughts is widespread. The frequency of severe floods has increased over the last decade. Storms occur more frequently between August and November, with the highest frequency in October. (Source: GSSD 2015. Cambodia's Second National Communication)
19. A very recent publication by MoE (GSSD 2017) estimates the financial demand and the financing gap relating to the implementation of the climate agenda at national level in Cambodia to a total of USD 865.5 million for implementation (focusing on the needs of climate sensitive institutions). The financing gap is estimated at 92.7%.
20. The country's population is expected to grow from 16.7 mio in 2020 to 22 mio in 2050. Half of it will live in the rural area, half of it in urbanized areas; both will impose enormous challenges in providing reliable infrastructure and consistent public services.
21. It has to be well understood that the growth in urban areas will affect the rural areas in

one way or another, as many assets of the rural areas (e.g. land, water, food production, labour) have to be used to maintain the urban population.

22. There is a wide range of opportunities for “green” economic value addition and job creation in the specific value chains associated to such commercial investment that could have direct benefits for rural Cambodia.
23. In the context of enhancing rural climate resilience the national budget for MRD is insufficient, and will remain insufficient, as the expected actions required will by far exceed the possibilities offered through the national budget alone.
24. The MRD envisages developing capacity to attract international climate finance, and to manage medium- and large-scale projects across all MRD programmes and sub-programmes.

## Priority Issues

### 25. Priorities on strategic level:

1. Mainstreaming of strategic actions for climate resilience across all departments;
2. Strengthening of provincial and sub-national entities toward planning and implementation of climate resilience projects, up-lifting of PDRD resources;
3. Structural re-adjustments within MRD matching the new challenges
4. Increasing state budget for climate action;
5. Accessing international climate finance, active promotion to international climate finance institution;
6. Designs for climate-proofing of rural infrastructure, rural roads;
7. Management of water supply within the full water cycle (including sanitation, health)
8. Income generation and livelihood protection through green economic measures;
9. Support to DRR/CCA measures undertaken by other parties, especially through NCDM and NCDD

### 26. Priorities on organizational Level:

1. Mainstreaming CCA and gender in existing MRD programmes, sub-programmes, projects
2. Development of overall budget format including state budget and third-part finance
3. Strengthening capacity of M&E section (national and provinces)
4. Enhancing ICT capacity, focus
5. CCA and climate resilience
6. Rural technologies
7. Vocational training
8. Institutionalization of a central Project Development Unit
9. Development of project proposals with other Ministries, NCSD, CARD on new areas

of interventions

10. Bi-annual Cambodian Rural Development Conference
11. Planning and implementation of country-wide survey on gender in rural Cambodia (quantitative and qualitative)
12. Establishing links with academia, research and rural development institutions, both nationally and regionally.
13. Inclusion of climate audits in the annual agenda of the MRD internal auditor

27. Priorities on implementation level

1. Further awareness creation on all aspects of WASH in rural villages
2. Economic diversification in small-scale farming and fishing households (including economic empowerment of women)
3. Vocational training options and working facilities for young people
4. Facilities for social, economic and cultural activities and engagement in the village (including ethnic groups)
5. Improved delivery of public services in villages and communes

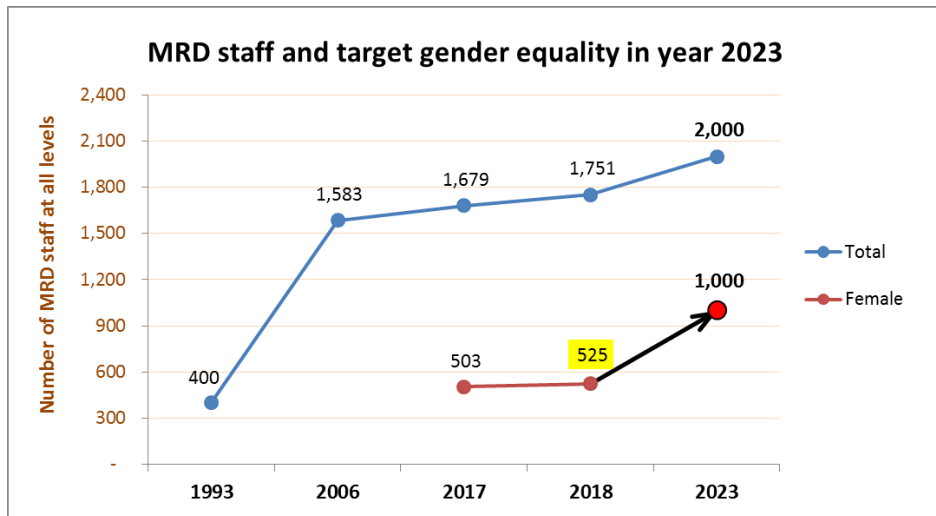
## Strategies

28. The Ministry of Rural Development and its sub-national entities will embrace a wider range of strategies suitable and appropriate for rural development, developed by the Royal Government of Cambodia (RGC) over the past years under different Ministries, or adopted by RGC from relevant international organizations and bodies.
29. Those existing RGC strategies will be employed and streamlined by MRD toward
  - Implementation and supportive coordination of integrated development programmes for the well-being of the rural population;
    - Deliverables in high quantity and good quality through existing projects.
    - Expansion of RGC share in MRD budget in line with overall economic development.
    - Substantial development of new projects through international third-party finance.
  - Serving as an institutional platform for transfer of technologies, research, dissemination of information, knowledge management on matters related to development of rural Cambodia;
    - Organizational structure of MRD with stronger focus on R+D and project development.
    - Information dissemination in rural areas.
    - Demonstration of village information centre 'village labs' for ICT.
    - Promotion of 'quality of life' in rural areas.
  - Operating as a driving force behind the realization of selected Sustainable Development Goals (SGDs) relevant for rural Cambodia (SDG 1 No Poverty, SDG 6 Clean Water and Sanitation, SDG 8 Decent Work and Economic Development, SDG

## Action Plan

### Scope of planning

30. The scope of planning for this Action Plan comprises activities that help to facilitate
- on overall architecture for strategic planning, monitoring and evaluation at MRD and in PDRDs,
  - assist MRD to enhance operations towards climate resilience in the context of rural 'green growth',
  - support MRD to gradually assure gender balance on institutional level.
31. This Action Plan does not substitute departmental planning under their different component or project strategies; rather it constitutes a complementary element towards harmonization, integration, overall strategic orientation of the MRD.
32. Preference is given to making substantial steps towards gender equality in staff employment at MRD and the PDRDs. The target is to achieve a full gender balance (in total numbers) as per year 2023.



## Priority Matrix

This Priority Matrix refers to priority actions identified through the 2019 Policy and Strategy development process. It does not include regular activities planned by the different departments through the BSP.

#	Action	2019	2020	2021	2022	2023
1	Mainstreaming of strategic actions for climate resilience across all departments;	x	x			x
2	Strengthening of provincial and sub-national entities toward planning and implementation of climate resilience projects, up-lifting of PDRD resources;	x	x	x	x	x
3	Structural re-adjustments within MRD matching the new challenges	x	x			
4	Increasing state budget for climate action;	x	x	x	x	x
5	Accessing international climate finance, active promotion to international climate finance institution;	x	x	x	x	x
6	Designs for climate-proofing of rural infrastructure, rural roads;	x		x		x
7	Management of water supply within the full water cycle (including sanitation, health)	x	x			
8	Income generation and livelihood protection through green economic measures;	x	x	x	x	x
9	Support to DRR/CCA measures undertaken by other parties, especially through NCDM and NCDD	x		x		x
	<b>Priorities on organizational Level:</b>					



10	Mainstreaming CCA and gender in existing MRD programmes, sub-programmes, projects	x	x			
11	Development of overall budget format including state budget and third-part finance					
12	Strengthening capacity of M&E section (national and provinces)	x	x			
	Enhancing ICT capacity, focus					
13	i. CCA and climate resilience	x	x	x		
14	ii. Rural technologies	x	x	x	x	x
15	iii. Vocational training			x	x	x
16	Institutionalization of a central Project Development Unit	x	x			
17	Development of project proposals with other Ministries, NCS, CARD on new areas of interventions		x	x	x	x
18	Bi-annual Cambodian Rural Development Conference		x		x	
19	Planning and implementation of country-wide survey on gender in rural Cambodia (quantitative and qualitative)		x	x		
20	Establishing links with academia, research and rural development institutions, both nationally and regionally.	x	x	x	x	x
21	Inclusion of climate audits in the annual agenda of the MRD internal auditor		x	x	x	x
	<b>Priorities on implementation level</b>					
22	Further awareness creation on all aspects of WASH in rural villages	x	x	x		
23	Economic diversification in small-scale farming and fishing			x	x	x

	households (including economic empowerment of women)					
24	Vocational training options and working facilities for young people			x	x	x
25	Facilities for social, economic and cultural activities and engagement in the village (including ethnic groups)			x	x	x
26	Improved delivery of public services in villages and communes	x	x	x	x	x

## Regulation Drafting

	Subject	OIC	Deadline
1	Regulation on 'Strengthening of PDRDs in efficient project planning and implementation for effective climate resilience and local rural development'		6/19
2	Regulation on framework for overall budgeting of state finance and third-party finance		3/19
3	Regulation on 'Establishment of a well-equipped, sufficiently staffed and functional M&E Network in MRD and PDRDs', covering both technical and financial delivery of MRD (under national budget and under third party contribution)		10/18
4	Regulation on 'Establishment of a high quality MRD Project Development Unit with focus on development of project proposals for national and international climate finance'		12/18
5	Regulation on 'Establishment of a MRD 'Appropriate Technology, ICT and Rural Research Platform' to enhance transfer of appropriate technology and knowledge for rural development.		03/19
6	Regulation on 'Assuring a gender-balanced staff structure at MRD by 2023'		10/18

## Expenditure

The national budget will cover initial facilities and equipment required for this Action Plan:

- Office equipment, furniture etc.: \$ 10,000
- ICT equipment, including computers, printer, scanner etc: \$ 15,000
- Fee GIS online application: 2,000

Additional positions suggested are:

- 2 Project Development Specialists (focus on climate finance, climate investment and rural development): \$ 7,500 / year / person
- 1 Senior Planning / M&E Officer national level, 4 M&E Officers sub-national level: 25,000 / year (5 officers)

Other staff and human resources are subject to the existing regular recruitment and staffing modalities at MRD and should be cost-neutral. As much as possible, maintaining a gender balance is a decisive factor for replacement of retirement positions.

## **Monitoring and Evaluation**

M&E arrangements for this Action Plan fall under the responsibility of the upgraded M&E Unit at the Department of Planning and International Relationships (DPI). The M&E requirements for the plans, guides, projects and activities under the different departments remain the responsibility of the respective department but will be annually bundled and reported by the DPI through a joint set of indicators, valid for all.

A quarterly report (2-3 pages) for H.E. The Minister will be prepared by the Director of the Department, describing qualitative and quantitative achievements made through the Action Plan, referring to each single activity under the Action Plan. The report will be shared with the other Directors of the different Departments at MRD.

It is assumed that all activities under this Action Plan are fully completed by 2023.

## **Coordination of Programmes and Sub-programmes / Themes**

The next table reflects the shared responsibilities of the existing Departments for managing the Programmes and Sub-programmes. Each Programme will have one regular monthly meeting to report and discuss on status and progress.

Table 3: Overview on Departments in Charge for a Programme / Sub-Programme (Themes)

Objective Policy	Programme/Sub-programme	Planning and Public Relation Dept.	Rural Road Dept.	Rural Water Supply	Rural Community Development Dept.	Rural Economic Development Dept.	Rural Health-care Dept.	Ethnic Minority Development Dept.	Training and Research Dept.	Finance and Supply Department	Internal Audit Dept.	Administration and Staff Dept.	PDRD
1. Strengthen capacity development and knowledge management	<b>Programme 1: Organizational Development and Capacity Building, knowledge/ICT management</b>												
	Sub-programmes: 1.1. Strengthen capacity on planning and rural information management	*Ma Sovanna							*Ky Sopha				
	1.2. Strengthen the implementation of program budgeting									* Ban Somara			
	1.3. Strengthen Internal Audit and Supervision										*Pich Setha		
	1.4. Strengthen capacity on administration management and women in development											* Leap Samnang	
	1.5. Supporting services on administration, policy and staff recruitment											* Leap Samnang	
	1.6. Support administration and finance services at PDRD level									* Ban Somara			PDRD Directors
	1.7. Capacity building on: (i) climate resilience, (ii) SDG achievement, (iii) project development, (iv) M&E**	*Ma Sovanna											

Objective Policy	Programme/Sub-programme	Planning and Public Relation Dept.	Rural Road Dept.	Rural Water Supply	Rural Community Development Dept.	Rural Economic Development Dept.	Rural Health-care Dept.	Ethnic Minority Development Dept.	Training and Research Dept.	Finance and Supply Department	Internal Audit Dept.	Administration and Staff Dept.	PDRD
	1.8. Capacity building on: (i) mainstreaming CC, (ii) climate audit, (iii) integrated rural development**				*Oeun Thearith				*Ky Sopha				
	1.9. Rural Information Services**								*Ky Sopha				
	1.10. Research and academic collaboration**								*Ky Sopha				
	<b>Programme 2: Improve Quality and Resilience of Rural Road Infrastructure Network</b>												
<b>2. Increase coverage and resilience of rural infrastructure and quality of rural public services</b>	<b>Sub-programmes:</b>												
	2.1. Road maintenance and rehabilitation		*Kong Phoeun										
	2.2. Rural Roads Improvement using resilience standards		*Kong Phoeun										
	2.3. Rural Inventory and mapping		*Kong Phoeun										
	2.4. Build new roads network (Chapter 21)		*Kong Phoeun										
	2.5. Rural roads maintenance by PDRD		*Kong Phoeun										PDRD
	2.6. Build flood safe places and flood protection**		*Kong Phoeun										
	2.7. Public parks, green/garden**		*Kong Phoeun										

Objective Policy	Programme/Sub-programme	Planning and Public Relation Dept.	Rural Road Dept.	Rural Water Supply	Rural Community Development Dept.	Rural Economic Development Dept.	Rural Health-care Dept.	Ethnic Minority Development Dept.	Training and Research Dept.	Finance and Supply Department	Internal Audit Dept.	Administration and Staff Dept.	PDRD
	<b>Programme 3: Increase Access to Improved Rural Water Supply and Healthcare</b>												
	<b>Sub-programmes:</b>												
	3.1. Rural water infrastructure management			*Srin Puthy			*Chreay Pom						
	3.2. Rural waste management			*Srin Puthy			*Chreay Pom						
	3.3. Rural health and sanitation			*Srin Puthy			*Chreay Pom						
	3.4. Small scale irrigation to household livelihood and small farming			*Srin Puthy		*Pheak Sothea							
<b>3. Ensure a good quality of life through inclusive social and economic development of the rural areas</b>	<b>Programme 4: Enhance Sustainable Rural Economy and Harmonious Community Development</b>												
	<b>Sub-programmes:</b>												
	4.1. Rural economic diversification and household livelihood improvement					*Pheak Sothea							
	4.2. Integrated rural community development					*Pheak Sothea							
	4.3. Options for local vocational skills					*Pheak Sothea							
	4.4. Ethnic diversity and cultural identity							*Yem Chung					
4.5. Provide rural public services by PDRD												PDRD	

Objective Policy	Programme/Sub-programme	Planning and Public Relation Dept.	Rural Road Dept.	Rural Water Supply	Rural Community Development Dept.	Rural Economic Development Dept.	Rural Health-care Dept.	Ethnic Minority Development Dept.	Training and Research Dept.	Finance and Supply Department	Internal Audit Dept.	Administration and Staff Dept.	PDRD
	4.6. Gender equality and economic empowerment**					*Pheak Sothea							
	4.7. Appropriate rural technologies and renewable energies**				*Oeun Thearith								
	4.8. Migration and spatial development**				*Oeun Thearith								
	4.9. Landscape, urban and industrial sprawl**			*Srin Puthy			*Chreay Pom						

Note:

- Sub-Programmes written in red color are new thematic inclusions
- Support departments are: (i) Planning and Public Relation Department, (ii) Supply and Finance Department, (iii) Admin and Human Resources Department and (iv) Internal Audit Department.



## **Conclusions and Recommendations:**

The 2019 Action Plan is realistically based on MRD Policy and Strategy, anticipating new challenges and developments in rural Cambodia, especially related to resilience to climate change and to growing gender equality.

Existing priorities, activities and responsibilities of Departments do remain, but additional opportunities are identified have to be jointly managed through Programmes.

Those innovations will be gradually implemented, initially founded by seed funds from the state budget and planned substantial investments through international climate finance and other funding sources.

The Action Plan's Priority Matrix and the Action Monitoring Sheet (Annex 2) are main management tools to follow-up on progress and remedial response, if required.

Initial steps for implementation of Policy, Strategy, Action Plan have been undertaken through the BSP 2019. Major expansion and intensive consideration is expected through BSP 2020 ff.

## Annex 1: Policy Results Diagram / Design Monitoring Framework

Design Summary	Performance Target and Indicators	Base-line	Annual Target					Data Source and Report Mechanism	Assumptions and Risks
			2019	2020	2021	2022	2023		
<p><b>Goal</b></p> <p>Recognition and development of the rural areas in Cambodia as destined locations for harmonious social, economic and cultural well-being, and a good quality of life, resilient to negative impacts of climate change</p>	<p>By 2023, population in xx rural village/communes experience improved quality of lives with decreased migration</p>	XX	50	50	50	50	50	<p>Government statistics (MRD/MoP)</p> <p>Assessment and documented feedback from development organizations and aid agencies</p>	<p><b>Assumptions</b></p> <p>Strong commitment of the Government /MRD</p> <p><b>Risks</b></p> <p>Shift in government priorities.</p> <p>Unprecedented disaster events on large scale</p>
<p><b>Objectives</b></p> <p>To strengthen institutional and human resource development,</p>	<p>Local people use rural roads network resilient to climate change (by reduced O/M cost)<sup>4</sup> – XX/ per 1 km per year</p>	1,560 <sup>5</sup> km	-	-	-	-	reduced by xx%		
<p>To increase coverage and resilience of rural infrastructure and quality of rural public services.</p> <p>To ensure good quality of life through inclusive social and economic</p>	<p>Rural population have year-round access to safe water<sup>6</sup> – by %</p> <p>Rural population living in a healthy environment<sup>7</sup> – by %</p>	XX	xx	xx	xx	xx	xx		

<sup>4</sup> Another alternative: reduce XX% of damaged rural roads by floods/storms compared to the 2013 baseline (or 5-year average of disaster 2009-2013)

<sup>5</sup> In which **252 km** were completely destroyed by 2013 flood. The total damages of rural roads by floods from 2000-2013 were estimated 1,769.74 km (completely damaged) and 4,035.50 km (partially damaged); in which flood event in 2013 resulted in damage to 1,557 km of rural roads which estimated in value of US\$ 44 Million (UNDP, page 54)

<sup>6</sup> E.g. Even during floods or drought season

<sup>7</sup> E.g. Percentage of households in rural community always use latrine or number of ODF communes

Design Summary	Performance Target and Indicators	Base-line	Annual Target					Data Source and Report Mechanism	Assumptions and Risks	
			2019	2020	2021	2022	2023			
development of the rural areas.										
<b>Result 1</b> Capacity development, knowledge and ICT management strengthened	<ul style="list-style-type: none"> <li>- Number of staff trained at national level (with 50% female participants)</li> <li>- Number of staff trained on climate change (with 50% female participants)</li> <li>- Number of MRD engineers and technical staff trained on road resilience standards</li> <li>- Number of research studies conducted to support rural community development and women empowerment</li> </ul>	XX	xx	xx	xx	xx	xx	<ul style="list-style-type: none"> <li>- MRD annual reports</li> <li>- Project progress reports</li> <li>- Training reports</li> <li>- Post-evaluation</li> <li>- Success stories/Case studies</li> <li>- MRD's website</li> <li>- Research papers</li> </ul>	<p><b>Assumptions</b></p> <p>MRD, PDRD, line government staff and institutions at all levels actively participate in capacity strengthening activities and continue to provide required technical support</p>	
<b>Result 2</b> Quality and resilience of rural road infrastructure network improved	<ul style="list-style-type: none"> <li>- Length of rural roads built / renovated using resilience standards – km</li> <li>- Number of well-designed ponds built and used</li> <li>- Number of well-designed flood protection measures</li> </ul>	XX	xx	xx	xx	xx	xx	<ul style="list-style-type: none"> <li>MRD annual reports</li> <li>Project progress reports</li> <li>Post-evaluation</li> </ul>		<p><b>Risks</b></p> <p>Lack of leadership and capacity for coordination of inter-ministerial discussions and high turnover of trained staff in the government</p>
<b>Result 3</b>	<ul style="list-style-type: none"> <li>- % of families in rural areas with access to clean water</li> <li>- % of families in rural areas with access to improve sanitation and reaching CLTS</li> </ul>	XX	xx	xx	xx	xx	xx	<ul style="list-style-type: none"> <li>MRD annual reports</li> <li>Project progress reports</li> </ul>		

Design Summary	Performance Target and Indicators	Base-line	Annual Target					Data Source and Report Mechanism	Assumptions and Risks	
			2019	2020	2021	2022	2023			
Access to improved rural water supply and healthcare increased	- % women benefitting from rural water supply and healthcare activities	XX	xx	xx	xx	xx	xx	xx	Post-evaluation	
<b>Result 4</b> Sustainable rural economy and harmonious community development	- Number of families with a diversified household economy and increased local livelihood options	XX	xx	xx	xx	xx	xx	xx	<ul style="list-style-type: none"> <li>- MRD annual reports</li> <li>- Project progress reports</li> <li>- Post-evaluation</li> <li>- Success stories / Case studies</li> <li>- MRD website</li> </ul>	
	- Household income generation (increased) – USD per month/HH/year	XX	xx	xx	xx	xx	xx	xx		
	- Number of ethnic minority villages receiving tangible support	XX	xx	xx	xx	xx	xx	xx		

## Annex 2: Indicators and Activities for Monitoring BSP and Action Plan

### Indicators for Monthly Monitoring Sheet of MRD Action Plan and BSP

To be completed monthly by each responsible MRD Department and consolidated by DPI

#### A. BSP:

1. Actual departmental budget 2019
  2. Budget use by month/department
  3. Remaining budget for year/department
  4. Progress by activity / output indicator: 1, 2, 3, 4, 5, etc. (department level)
  5. Estimated % of budget used for climate resilience measures
  6. Accumulated # of beneficiaries (male/female)
  7. Qualitative statement by reporting officer
- Optional: supported by bar chart / graphic with % of achievement

#### B. Action Plan:

1. Budget made available for Action Plan
  2. Budget use by month / action / activity
  3. Remaining budget for Action Plan
  4. Progress by action / activity in Action Plan
  5. Action with gender relevance
  6. Delays and problems encountered
  7. Next steps
  8. Qualitative statement by reporting officer DPI
- Optional: supported by bar chart / graphic with % of achievement

#### C. Indicators in Planning Matrix:

As per final agreement on suggested indicators in the planning matrix: 1, 2, 3, etc. (for some indicators reporting once a year only)

#### D. NSDP / SDG indicators (reporting once a year only):

NSDP: Accumulated MRD Progress against two NSDP Indicators  
SDG: Accumulated progress of 1 indicator only for each relevant SDG (to be confirmed)

#### E. Policy indicators (reporting bi-annually by DPI)

1. Farmers, citizens with other gainful activities in 'green economy' (this measures economic development on household level, rural contribution to GHG reduction).
2. Access to public services (measuring distance and travelling time shows the availability of public services).
3. Net-migration of people from/to rural area (measuring the move of people provide analytical

information on population strata, and can is sensing overall satisfaction with the area and location).

4. Development of forest areas and green zones (this allows conclusion on the local climate and potential of pollution of the area).
5. Classic indicators like age structure, employment rate, educational attainment.

**F. Progress on required regulation drafting (sample below):**

	<b>Subject</b>	<b>OIC</b>	<b>Deadline</b>
1	Regulation on 'Strengthening of PDRDs in efficient project planning and implementation for effective climate resilience and local rural development'		6/19
2	Regulation on framework for overall budgeting of state finance and third-party finance		3/19
3	Regulation on 'Establishment of a well-equipped, sufficiently staffed and functional M&E Network in MRD and PDRDs', covering both technical and financial delivery of MRD (under national budget and under third party contribution)		10/18
4	Regulation on 'Establishment of a high quality MRD Project Development Unit with focus on development of project proposals for national and international climate finance'		12/18
5	Regulation on 'Establishment of a MRD 'Appropriate Technology, ICT and Rural Research Platform' to enhance transfer of appropriate technology and knowledge for rural development.		03/19
6	Regulation on 'Assuring a gender-balanced staff structure at MRD by 2023'		10/18

## Annex 3: Complementary strategies and approaches by other RGC institutions

- “Rectangular strategy for growth, employment, equity and efficiency” , “Green Growth” key feature of the Rectangular Strategy III (2014-18)
- NSDP (2014-2018) recognizes climate change as one of its cross-cutting issues (together with gender and disaster risk management)
- The Sector Development Plan, the National Forest Program 2010-2029, and the Energy Policy of Cambodia 1994 provide the foundation for specific investment policies.
- The Cambodia Climate Change Strategic Plan (CCCSP) 2014-2023 reflects the political will and firm commitment and readiness for reducing climate change impacts on national development, and contributing to global efforts for mitigating GHG emissions under the UNFCCC.
- Green Growth Road Map 2010, the National Policy on Green Growth 2013 and the National Strategic Plan on Green Growth 2013-2030.
- National Green Growth Roadmap addresses “the 7 A”s: Access to clean water and sanitation; Access to renewable energy; Access to information and knowledge; Access to means for better mobility; Access to finance and investment; Access to food security (agriculture) and non-chemical products; and Access to sustainable land use.
- The National Policy on Green Growth envisages striking a balance of economic development with environment, society, culture.
- The National Strategic Plan on Green Growth aims to promote the sustainable long-term economic, social and environmental development of the country. Focus areas are: 1) Green Investment and Green Jobs Creation; 2) Green Economy Management in Balance with Environment; 3) Blue Economy Development with Sustainability; 4) Green Environment and Natural Resources Management; 5) Human Resources Development and Green Education; 6) Effective Green Technology Management; 7) Promotion of a Green Social Safety System; 8) Uphold and Protection of Green Cultural Heritage and National Identity; and 9) Good Governance on Green Growth.).
- The NP-SNDD / NCDD is the inter-ministerial mechanism for promoting democratic development through decentralization and de-concentration reforms throughout Cambodia. NCDD was established by Royal Decree on 31 December 2008.
- The CDC is the most important platform to foster climate resilient investment in Cambodia through the private sector.

## Annex 4: MRD Progress from 2012 to 2018

Indicators 2014-2018	Unit	2012 Actual	2013 Estimate	2014 Estimate	2015 Estimate	2016 Estimate	2017 Estimate	2018 Estimate
Rehabilitation of Rural Roads – out of total 40,000 km	Km	26,900	27,750	28,600	29,450	30,300	31,150	32,000
Rural road covered with double bituminous surface treatment (DBST) or concrete	Km	-	125	550	980	1,430	1,880	2,330
Access to Improved Water Supply - % of Rural Population	%	42.00%	44.20%	46.70%	50.00%	53.00%	56.00%	60.00%
Access to Improve Sanitation – % of Rural Population	%	33.30%	37.50%	42.00%	46.00%	50.00%	55.00%	60.00%
Number of ethnic minority communities whose identities have been recognized	Community	80	100	130	160	190	120	250
Number of villages given training to VDCs in the Village Development Plan	Village	673	1610	1800	2000	2200	2400	2600
Studying and carrying out trial construction of rural roads 450 km with a bituminous surface which is 100% adaptive to climate change	Km	0	0	67.50	90.00	112.50	90.00	90.0
Building the capacity of the VDCs in the option of adapting to and reduction of climate change and the use of appropriate and scientific knowledge acceptable at the locality	VDC	0	0	1854	2472	3091	2472	2472



## Annex 5: Sources and References

Overall policy and strategy:

1. Rectangular Strategy of RGC
2. National Strategic Development Plan (NSDP) 2014-2018, MoP 2013
3. MEF Guidelines for development of BDP 2018-2020 (Khmer only)
4. Policy Directive 433, July 2011, DPM Sok An

MRD mandate and programmes:

5. The Law on Establishment of MRD
6. Sub decree No. 78 on organization and function of MRD
7. Rural Strategic Plan 2014-2018, MRD (Hard copy)
8. Climate Change Action Plan of Ministry of Rural Development, MRD 2014-2018
9. The National Strategy for Rural Water Supply and Sanitation, MRD 2011-2025
10. Climate Change Mainstreaming in the rural development sector, 2017
11. Technical guideline for development of rural infrastructure resilience, MRD 2017
12. MRD Final Report 2017
13. Guidance on Mainstreaming Climate Resilience and Disaster Risk Reduction into National Investment Plan, SPCR/MoE 2013 (Hard copy)
14. Drought Management Manual for Cambodia, 2017 (Hard copy)
15. Final BSP of MRD 2018-2020

Selected documents from partners (MoE, MoWA, NCDM, NCDDS, NCSD)

16. Strategic National Action Plan for Disaster Risk Reduction 2014-2018, NCDM (Hard copy)
17. The Law on Disaster Management 2015, NCDM
18. National Adaptation Programme of Action to Climate Change (NAPA), MoE 2006
19. Neary Ratanak 2014-2018, MoWA 2013
20. Developing Policies through IP3 implementation, NCDD-S/GIZ 2011
21. Inclusion of climate resilience in planning by local government in Cambodia, NCDDS 2017
22. The National Green Growth Roadmap, MoE, ESCAP 2009
23. National Strategic Plan on Green Growth 2013-2030 Cambodia, CoM 2013
24. Cambodia's Intended Nationally Determined Contribution, MOE for UNFCCC 2015
25. Cambodia's Second National Communication (SNC), NCSD 2015
26. National Adaptation Plan Financing Framework and Implementation Plan, NCSD 2017
27. Sendai Framework 2015-2030
28. Others

Different www sources and platforms have been used for the development of the document and have been marked in the document accordingly.

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