

**KINGDOM OF CAMBODIA  
NATION RELIGION KING**



**TONLE SAP AUTHORITY**



**TONLE SAP AUTHORITY STRATEGIC PLAN**

**2016-2020**

**Prepared by Tonle Sap Authority**

**COORDINATE THE MANAGEMENT, CONSERVATION AND DEVELOPMENT OF TONLE SAP AREAS**

**December 2015**

## Foreword

Tonle Sap Lake is the largest natural freshwater lake in Southeast Asia and is the heart of Cambodia and it is also of the precious price. Tonle Sap River and Tonle Sap Lake are a waterway system which has the most significant relationship influenced by the water regime from the Mekong River. Productivity, fisheries, ecosystems and (flood pulse system) of the Tonle Sap areas have spurred socio-economic development at least since the 9th century Angkorean Era. The floodplain system around the Tonle Sap areas constitute a source of development of biodiversities of all kinds, fisheries and agriculture serving as the main basis of food security and sustaining the livelihoods of millions of Cambodian people.

Currently, the negative impact on the natural resources around the Tonle Sap areas have been caused by the pressure of the competition of development, population growth, inequality of access to benefits, and poverty completely relying on the natural resources of Tonle Sap Lake. In fact, the Royal Government of Cambodia during the 5th mandate of the National Assembly has set key priority policies in the Phase 3 Rectangular Strategy to continue strengthening and expanding the management of natural resources in order to maintain **"the balance between development and conservation."**

To contribute to implementing the policy priorities of the Royal Government of Cambodia, Tonle Sap Authority have also developed its Tonle Sap Authority Strategic Plan for 2016-2020, which is its first phase strategic plan to serve as a navigation tool for carrying out its activities to achieve the strategic directions and as a roadmap for the Ministry of Finance to examine the allocation of supporting budgetary allowances and in particular for convincing the ministries, institutions and development partners to take it into consideration in order to provide both technical and financial collaboration and support for the Tonle Sap Authority.

This Strategic Plan gives a detailed explanation and description about Tonle Sap Authority's strategic key directions for a period of 5 years, which need to be implemented, and also suggests the time framework and the requirements to participate in supporting the successful implementation of strategic actions.

The Tonle Sap Authority Strategic Plan is divided into 8 main sections: Section 1 on Introduction shows the process of work towards achieving a strategic plan which can be successfully implemented. Section 2 on the Analysis of the Situation of Tonle Sap Areas illustrates the challenges which affect the rare resources in the Tonle Sap region at present and in future. Section 3 presents the legal standards, missions, mandate and structures of the Tonle Sap Authority. Section 4 presents the strengths, weaknesses, opportunities and challenges which Tonle Sap Authority have been carrying out its tasks. Section 5 indicates the strategic directions for the Tonle Sap Authority to successfully implement its tasks during the 5 years 2016-2020. Section 6 shows the key methods of Tonle Sap Authority to perform its tasks in order to achieve its strategic objectives. Section 7 shows the demands for budget to support the process of the strategic plan. Section 8 shows the monitoring and examination of the progress of the implementation of the plan and evaluates the success of the implementation to continue the strategic planning process for the next successive steps.

I would like to thank His Excellency, leaders and Ladies and Gentlemen, directors and deputy directors of the departments and offices under the General Secretariat of the Tonle Sap Authority for having tried their best to develop this strategic plan. At the meantime, I would also like to thank His Excellency, Ladies and Gentlemen, representatives from national and sub-national ministries and institutions, national and international development partners, educational research institutions for having collaborated to contribute to providing good suggestions and recommendations to support the process in successful strategic planning. I hope the strategic plan will help provide work orientations for the Tonle Sap Authority and give the guidance to relevant national and sub-national ministries and institutions as well as development partners who aim to collaborate with and support the Tonle Sap Authority to achieve the highly efficient and successful implementation of strategic directions for the 5-year period 2016-2020.



**H.E Lim Kean Hor**

**Minister**

**Ministry of Water Resources and Meteorology  
and Chairman of Tonle Sap Authority**

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## 1. Introduction

### 1.1. Background

Recognizing the vast scope benefits of Tonle Sap region, which is a region with tremendous natural ecosystem to provide food security and support the lives of Cambodian citizens throughout the country, in particular, it is the major cultural heritage and history defining the national identity of Cambodia. Tonle Sap is determined by Royal Decree in November 1993 as a protected area for Multiple-Use Protected Area and was declared as Tonle Sap Biosphere Reserve nationally and internationally by the The United Nations Educational, Scientific and Cultural Organization (UNESCO) in 1997 and was officially designated by the Royal Decree No. NS/RKT/0401/070 dated 10 April 2001 on the establishment and management of Tonle Sap Biosphere Reserve.

It is the best argument for the strategic development of sector wide approach with focus on poverty reduction of the people living along the Tonle Sap tributary according to the strategy for protecting the poor and sustainable economic development. In 2002 under the organization by the Asian Development Bank in 2003 the Cambodian government approved the (**Tonle Sap Initiative**), which provides a framework for managing the broad Tonle Sap basin in accordance with the government's rectangular strategy for economic growth, employment, equity and efficiency.

Obviously, from the results of **Tonle Sap Initiative** through the National Forum on 05-06 March 2007 on "**Tonle Sap Conservation and Development Project Series**" under the presiding of **Samdech Akeak Moha Sena Padey Techo Hun Sen, Prime Minister of the Kingdom of Cambodia**. Government decided to create a "**Tonle Sap Authority**" according to the Royal Decree No. NS/RKT/0907/412 dated 08 September 2007. However, by examining the actual situation and some of the challenges that overlapping roles and responsibilities with other ministries and institutions, The Government conducted a reform on the organizing structure, roles and responsibilities as well as jurisdiction, the scope of the control of Tonle Sap Authority as stated in the Royal Decree No. NS/RKT/0609/705 dated 29 June 2009 on the establishment of "**Tonle Sap Authority**" and amended some articles of the Royal Decree No. NS/RKT/0310/258 dated 24 March 2010 on the Amendment of Articles 3, 5, 6, 9, 10 and Article 12 of Royal Decree No. NS/RKT/0609/705 dated 29 June 2009.

Tonle Sap region has many activities and projects have been being implemented through the programs /projects from the national and sub-national ministries and institutions, development partners, NGOs and civil society by spending huge amount of money on preserving and developing the Tonle Sap region. The initiatives of programs/projects take into consideration the Integrated Water Resources Management (IWRM), environment and development issues and contexts. Actually until now, every activity and program/project has been being carried out in the region Tonle Sap, but the cooperation has been not yet given to be consistent with roles and responsibilities of the **Tonle Sap Authority** to coordinate better with the other initiatives in the entire basin. All the above-mentioned issues constitute the risk factors on the implementation of the overlapping activities and the study and reconsideration of some major projects should be conducted.

Each program framework was organized with the participation of all parties concerned to be treated as priority of the Tonle Sap Authority in assisting ministries, institutions, partners and projects to match with the work activities of the **Tonle Sap Authority** for coordination to avoid the overlapping activities in the same region in relation with the single job.

## 1.2. The purpose of the study and expected results

The main purpose of the study includes:

- ☞ Establish the program framework which is a key priority outline for the Tonle Sap Authority and strengthen effective coordination by establishing the cross-cutting sectorial mechanism to serve the needs and the main priorities of work in the Tonle Sap region towards the sustainable development.
- ☞ Study, research and collect data for analysis and update for dissemination, sharing and training to stakeholders
- ☞ Collect and analyze the data to develop short-term and medium-term and long-term strategic plans as priority objectives and targets of the Tonle Sap Authority to be submitted to the Government.

The expected results of the study include:

- ☞ Priority program framework of Tonle Sap Authority is designed with clarity
- ☞ Strategic plan of the Tonle Sap Authority was approved and put into practice as early as 2016.

## 1.3. Methods

Based on the initiative of the work plan of planning strategy of Tonle Sap Authority, the water resources management and development program of ADB CDTA-7610 CAM helped provide financial support to the Tonle Sap Authority in organizing consultative workshops with stakeholders for 2 times: 1<sup>st</sup> on 08 May 2015 and 2<sup>nd</sup> on 29 May 2015. The objective of consultative workshops with stakeholders to prepare the establishment of the program framework, which provides priorities for the Tonle Sap Authority and strengthens effective coordination with relevant partners to better serve the needs and priorities of Tonle Sap region to avoid the overlapping work.

Technical officials representing the ministries and institutions at national and provincial level and acting as a member of the Tonle Sap Authority, research institutes and universities, NGOs and development partners work on water resource management and development, environmental issues and other contexts in the Tonle Sap Lake region. Discussions have been held by means of full discussion and division of the group to ensure the contribution of suggestions and feedback from stakeholders.

Consultative meetings helped stakeholders express important ideas and share working experiences to ensure the preparation of the draft of the Strategic Plan of Tonle Sap Authority for a period of 5 years. The two consultative workshops also provided a good relationship for stakeholders to gather ideas and perspectives about IWRM, environmental issues and other contextual developments in the Tonle Sap region. At the end, the discussions provide a deeper understanding of the roles of the Tonle Sap Authority.

With the comments and recommendations gathered from the ministries, institutions and stakeholders, Technical Working Group, the Secretariat of the Tonle Sap Authority for organizing and planning strategies for Tonle Sap Authority and consultative meetings were also held to gather all additional findings and ideas through the study and implementation of work directly in the unit/institution and the communication by collecting the data information with national and sub-national ministries and institutions, challenges, opportunities, and solutions in the smooth process of work for strategic directions of Tonle Sap Authority.

In fact, Tonle Sap Authority's Strategic Plan was prepared and the draft was completed by the Technical Working Group of the Secretariat of the Tonle Sap Authority and submitted to the relevant ministries, institutions and partners to make a request for review and feedback on the draft of this strategic plan. With the final draft of the Tonle Sap Authority Strategic Plan, it was completed and approved by the Minister

of Ministry of Water Resources and Meteorology and Chairman of the Tonle Sap Authority in mid-December 2015 to be put into practice from 2016-2020.

## **2. Analysis of Tonle Sap Situation**

### **2.1. Overview of Tonle Sap Region**

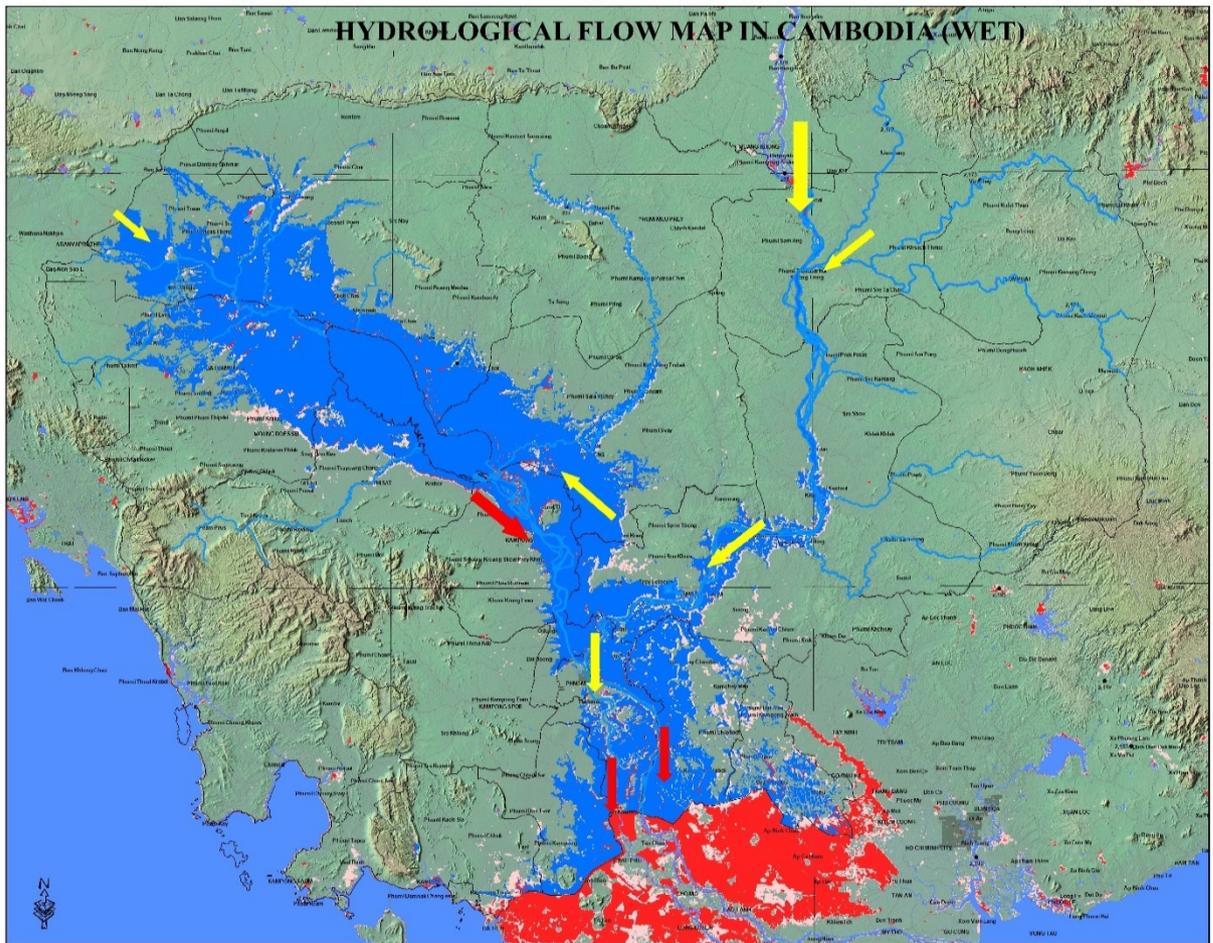
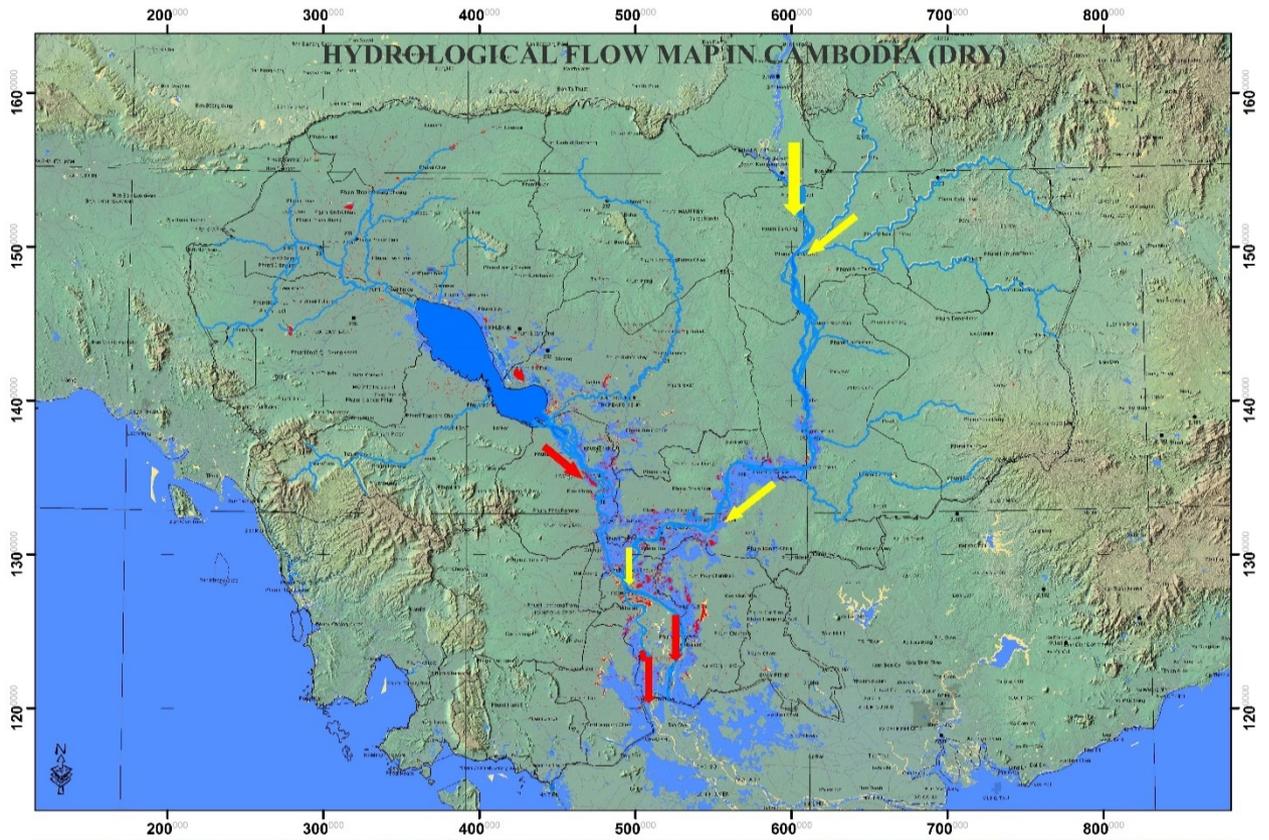
Tonle Sap is the largest freshwater lake in Southeast Asia. The lake has the length of approximately 116 km and the width of about 3 km to 33 km, and has the length of approximately 482 km coastline in the dry season. Cambodia's Tonle Sap Lake is the heart of Cambodia and is invaluable in term of social, economic and cultural, environmental sectors. Tonle Sap is connected to the Mekong through the Tonle Sap Lake at a distance of 120 km by the confluence of the two rivers at Phnom Penh Capital, Cambodia. During the southwest monsoon, the water level in the Mekong rises faster than the height of the water of the Tonle Sap Lake, causing flooding from a large part of the Mekong River flowing into the Tonle Sap Lake. The flow of water from the Mekong River caused the water of the Tonle Sap to flow in the reverse direction toward the Tonle Sap Lake, created a phenomenon of natural hydrology which is rare in the universe (MRCS/WUP-FIN 2007; Kummu & Srkkula 2008; MRC 2010; Mak et al. 2012). This great phenomenon created a vast wetland that provides habitat for a rich biodiversity such as fish, birds, animals, reptiles, mammals and plants of all kinds.

The scope of the Tonle Sap Lake changes seasonally. In the dry season, it has a depth of 1 m to 2 m with an area of about 250,000 ha, but in the rainy season it has a depth of 8 m to 11 m with an area of approximately 1,500,000 ha. The area of the Tonle Sap Lake in the rainy season is about 5 to 6 times larger than in the dry season. The water in the Tonle Sap Lake in the rainy season stems 62% from the Mekong River and 38% from the 11 streams around the Tonle Sap Lake. Tonle Sap Lake water volume varies from 4,500 cubic meters in the dry season to 135,000 cubic meters in the rainy season.

Mekong River floods affect both water quantity and water quality in the Tonle Sap Lake. Waterborne sediment mud flowing from the Mekong River to the Tonle Sap Lake is overwhelming and provides rich soil for the Tonle Sap floodplain system, including the productivity of fisheries. Flood currents are a major driving force for productive ecosystems in the Tonle Sap Lake, including fish productivity of the lake system. Moreover, the flow of silt, condensed mud/debris from Mekong River to the Tonle Sap Lake provide important nutrients, especially (phosphorus) variety for the productivity of food, water and shelter on the ground in low-lying areas around the Tonle Sap Lake. The types of high inundated forests at the top surrounding the Tonle Sap Lake permanently form a vital ecosystem and also serve as a major physical barrier between the vast lakes and floodplain which create the favorable conditions for the flow of waterborne sediment mud in forest areas. Flood currents have a profound effect on ecosystems and habitat conditions in the floodplain, which can determine the distribution of land use for agricultural crop in the floodplain.

In particular, the present pressure of the development, population growth, inequality of the right to be beneficiarie, and poverty of the people relying on these natural resources have been making the ecosystems of Tonle Sap Lake be jeopardized and at a risk of the threats of overexploitation and the ecosystems of Tonle Sap Lake have been subjected to destruction from the environment. Population growth along the river still continues to rise relentlessly due to the increase in population in this area, and the influx of people from the other areas of other provinces. Change in population movement for livelihoods became more burdens on the use of resources in the Tonle Sap Lake. Main threats to the Tonle Sap Lake include excessive exploitation of fisheries and wildlife resources, and the transformation of the flooded forest region into an area of agricultural land, the encroachments of land in the flooded areas, logging wood from flooded forests and illegal fishing. Loss of flooded forest areas severely affected the catches due to the encroachment of land for large-scale and small-scale agriculture, logging for firewood because of limited energy resources.

The rapid decline of natural resources in the Tonle Sap basin has caused high poverty in the region and put pressure on the resources of the Tonle Sap Lake. The increasing use of fertilizers and pesticides in the Tonle Sap basin can cause severe environmental pollution in the Tonle Sap Lake. The management of water in the top water source has been posing a threat to the natural habitat of species and has caused the conflicts about the use of water for hydroelectric power, domestic water consumption and the systems of canals. In addition, the land grabbing in the flooded forest areas to create a reservoir, logging and cutting trees for firewood, or clearing forests and reclaiming agricultural land would destroy the stability of ecosystems and cause soil erosion, degradation, loss of silt and mudding of underground water sources.



## 2.2. Water Resources and Environmental Challenges

The rich natural resources of the Tonle Sap Lake are currently subjected to serious threats and challenges in the future on this rare ecosystem, especially fisheries (fish), which used to provide up to 75% of the protein for Cambodians in rural areas. The threats to the natural resources of the Tonle Sap region were mostly observed to be related to the overexploitation of resources caused by the law management, institutions, poverty, landlessness, migration, entry and exit of the Tonle Sap region, increasing development, expansion of agricultural land in flooded forest area and floodplain around the Tonle Sap region.

### 2.2.1. Variation in Hydrologic Regime

Rapid economic growth, especially the Upper Mekong Basin countries, increased the production of hydropower and other development plans. The flow of the water level of Mekong River and its tributaries quickly change the appearance and development activities such as the construction of dams for hydropower development of navigable road to divert the river for irrigation, industrial development and solutions. Dam-building for hydropower development in the region has also made changes in the flow regime in the entire Mekong basin.

Tonle Sap Lake and floodplains are recognized as the great flood pulse which has a close relationship with the Mekong River. Recurrent flooding is a major driving force for the productivity of the Tonle Sap Lake ecosystem along with fisheries and biodiversity. In addition, sediment flows, mud/debris from the Tonle Sap River provide significant fertile for agricultural land and local floodplain of the Tonle Sap region. For Tonle Sap flood currents, there are two notions of mutual relations: the amount (including time and water levels during the different phases of movement flood currents) and quality (water quality, including the flow of mud/debris).

Therefore, the development of water resources in the upper Mekong basin could adversely affected the flooding regime, time and flooding in the Mekong and Tonle Sap basin. Climate change is not only causing problems to the hydrological regime, but also a negative impact on the productivity of the Tonle Sap and floodplain ecosystems. The following practical issues are the impacts caused by the development of the upper Mekong River:

- ☞ Reduce floods in the rainy season and rising flood levels in the dry season led to variation in water flow in the rainy season and the dry season. The rising level of water in the dry season could cause the extinction of flooded forests around Tonle Sap if being inundated permanently. The movement also affects ecosystems of Tonle Sap floods by reducing current fish refuge (housing) and impacts on Tonle Sap ecosystem productivity, along with reduced water levels and tidal plains in the wet season, which could affect the movement of fish.
- ☞ Lateness of the floods would cause diversity of oxygen in the water is slow, which could affect fish spawning season. With the delay of floods and timing of water flow in and out of the Tonle Sap through the Tonle Sap Lake and the Mekong River could affect the road for traffic of fish, including the duration of growth of fish.
- ☞ Food and mud flows into the lake and floodplain system can be reduced, which affects movement flood currents along with food resources for biodiversity. Loss of mud/debris in the flooding can cause natural loss of fertile land and will affect the productivity of ecosystems of Tonle Sap Lake.

In particular, the development of competition in the Tonle Sap floodplain areas in the region as well as activities will adversely affect the hydrological regime and ecosystem of the Tonle Sap. Actually, irrigation for intensive rice is among the key development activities in the floodplain areas around the Tonle Sap Lake. Many reservoirs were built in the floodplain between the

National Road No. 5 and No. 6, while the dam was built and under construction projects on the tributaries of the Tonle Sap. Many irrigation reservoirs were built to keep flood water in the dry season to reduce the water from the Tonle Sap Lake and other water sources for irrigated farmland around the basin. Most of the construction of reservoirs in the Tonle Sap region does not have formal consultations and construction of different techniques that result in an adverse effect on reaching the potential of the regime, hydrology and ecosystems along with the dissatisfaction of the people who live around the Tonle Sap Lake.

### **2.2.2. Pollution and Water Quality**

According to the findings of the report to monitor the impact water quality on a regular basis in the country under the MRC's Environment Programme in collaboration with the Ministry of Water Resources and Meteorology since 1993, in particular, the final report on the findings on water quality in 2012 is low index values in the Tonle Sap basin, which are subjected to tremendous impacts of human activity on the agricultural sector. Rice intensification and expansion of agriculture in the floodplain ecosystem around the lake will increase the use of agricultural chemicals, such as the use of pesticides and chemical fertilizers. The use of pesticides and fertilizers to increase yield requirements have adversely affected the ecosystem and cause harm to fisheries products that cause danger to public health through the rise of toxins in fish.

Although banned drugs and chemicals used on agricultural crops, as stated in the Decree on standards and management of agricultural raw materials (1998), the use of raw materials is still a must for increasing output. Case studies have shown that in the floodplain areas in 6 provinces around the Tonle Sap region used chemicals to increase high yields.

Water pollution can be caused by two main factors, industrial waste, including waste from small industries and agriculture and household waste. Currently, the development of small and medium-resource industries are illegal import of toxic waste, which pose a danger to public health and the Tonle Sap Lake ecosystems. Rural and household liquid wastes which are not filtered discharge directly into the lake. These have affected the quality of water, especially in summer when the water level of Tonle Sap Lake is not flowing and shallow and has high temperatures.

### **2.2.3. Reclamation of Flooded Forest Land and Floodplain**

Flooded forests in Cambodia's Tonle Sap region are the important resources with dense forests, wild plants, bushes, vines, grass and a variety of aquatic plants that can withstand water levels from 5 to 7 meters, both dry and rainy season. These flooded forests also show the main points of many to be proud of Cambodian people as it has a lake surrounded by flooded and which establish the relationship with (1) the ground is to help maintain state the soil better, (2) biodiversity is to raise the biodiversity of many kinds by maintaining wetlands and water and releasing water next summer to Tonle Sap, making biodiversity have life and improved stability, (3) water is to maintain good autonomy because if there is a flooded forest, the water quality assist in cleaning in large part, called filtering water naturally. Reduction of evaporation is not too much and reduce the speed of the wind, which always cause harassment to housing of the residents who live along the Tonle Sap Lake (4) natural phenomenon is resist the flow above that led to deterioration of fertility and protecting mainland shallow of the Tonle Sap Lake (5) fish and aquatic animals are critical habitat for fish and aquatic animals where food is produced and for hiding to escape the harassment, which is a biological law (6) Tourism offers high value for tourism liberalization, which primarily focuses on tourism.

Due to the management and use of flooded forest resources which is not appropriate and sustainable has left the flooded areas around the Tonle Sap Lake and regional floodplain subjected to destruction from year to year by human factors such as logging, cut wood for charcoal, burning forests, catching animals, logging white gourd, especially to clear land for agriculture and encroachments land for

ownership in all forms, which is the worst cause for devastation of flooded forests and floodplain around Tonle Sap Lake.

Studies Research Statistics show that the trend of the increase and decrease of the flooded forests through satellite MRC UNDP and FAO in 1973 to 1976 showing that the flooded area of fresh water in the country is approximately 1 million hectares. In particular, according to the trend of loss of freshwater flooded forests across the country also demonstrates the seriousness and get worse from 1973 to 2002 through the academic review of the Department of Fisheries, indicating that in 1973 to 1976, flooded forests has the size of approximately 938,300 hectares in 1985 to 1987, flooded forests has the size of approximately 832,600 hectares and in 1992 and 1993 flooded forests has the size of approximately 629,500 hectares.

Seeing the severe effects on the Tonle Sap region and plains, the Royal Government of Cambodia has continued to focus heavily to boost Affairs protect natural resources and biodiversity, especially the sustainable management, conservation and development of rare resources in Tonle Sap region and related areas and give benefit maximum to people across the country. As a result, through the efforts by the attention of the Tonle Sap Authority in collaboration with related ministries, institutions and provinces around the Tonle Sap Lake in 2011, the Royal Government of Cambodia identified and put into practice officially sub-decree No. 197 ANKR.BK dated 29 August 2011 on setting the domain of flooded forests of 647,406 hectares located in the 6 provinces around the Tonle Sap Lake.

In fact, the competence and management, according to the Fisheries Act, Chapter 6 of the management of flooded forests and mangrove forests, which consists of Articles 26, 27, 28 and 29 relating to the flooded forest management is the responsibility of the Fisheries Administration of the Ministry of Agriculture, Forestry and Fisheries. However, flooded forests are not clearly defined and absolute protection measures are not taken; meanwhile, disasters still occur on a daily basis. However, the inspection of the working group officials of Tonle Sap Authority in 2014 showed that only 3 years after the sub-decree on the demarcation of flooded forests of 646,406 hectares in 2011 are flooded forests around the Tonle Sap Lake and the flooded forests in 3 areas are continuously subjected to destruction and lost 38,218 hectares. The size of the loss is indicative of negligence of the roles and responsibilities of local authorities and relevant ministries and institutions, and the loss will become bigger and bigger in the future, which affects ecosystems and fisheries biodiversity of the Tonle Sap Lake.

#### **2.2.4. Productivity, Fisheries Resources and Biodiversity**

Tonle Sap Lake has complicated ecosystems while ecology is protected by the hydrologic regime of the Mekong River and watershed surrounding the Tonle Sap region. Tonle Sap lake is considered full of all kinds of productive resources in the world, especially freshwater fish. Tonle Sap Lake is also a barn of the creation of biological diversity, including conservation of important species. The Lake's resources demonstrate the economic strengths and cultural benefits for the government and the people throughout the country. Tonle Sap Lake offers a generous endowment of cultural landscapes with historic city of Angkor, floating village communities plus civilized city and the landscape of agriculture. Rice and fishing is considered the primary source of income for the rural population. At present, with such diversity, Tonle Sap Lake has been under increasing pressure of swift population growth, the encroachment of flooded forests, the expansion of agriculture, excessive exploitation of fishing, wildlife hunting, human activities and rural development and regional integration.

The current movement of floods makes fish productivity play a key role and create a foundation for sustaining local livelihoods, food security and daily livelihoods. While the current movement of floods has a close relationship with the productivity of aquatic animals for fisheries and

biodiversity of Tonle Sap region, which will be adversely affected by the development at the top along the Mekong River and various tributaries. In fact, according to MRC/IKMP (2010), the construction of a hydropower dam in the upper Mekong have diminished productivity of the main lake itself and in the floodplain around Tonle Sap Lake, "the ecosystem and main productivity of Tonle Sap systems can vary greatly through simultaneous interactions of these threats including: a decrease in flood, water flow reverse, and the decrease of the inflow of nutrients that brings mud and sharp decline of fishery resources and biodiversity due to the change in hydrologic regime.

Building infrastructures and other structures in the floodplain areas around the Tonle Sap region have been threatening the current movement of floods and have affected the inundation of shelters (housing), depending on the season and cause a change in the traffic road of fish. These infrastructures and other structures have caused a change in hydrologic regime naturally including: the blocking of outflow (dams, irrigation system, barriers), protecting the inflow (dams, water reservoir Polder) and changing the Inflow and Outflow (roads, railroad, canals).

Meanwhile, Tonle Sap region is also faced with all aspects of resource management according to the policy and practice. Fisheries management system is defined under the Fisheries Act and the subsequent reform has been conducted. This law also defines the rights, licenses which can be obtained and the kind of use of devices allowed by the law, based on whether the fishing is family-sized or in a small-scale or in the nature of business (in the medium or large scale). Although the law has been clearly defined and stipulated, the fisheries resources of Tonle Sap Lake are being threatened as well because the offenses of all forms and destructive activities, including the use of electric shock and the use of nets and fined line nets and the use of illegal fishing equipment for medium and large scope exploitation at no-fishing season.

#### **2.2.5. Climate Change**

The current climate change has proven actual impact on the hydrological regime of the Mekong River and Tonle Sap Lake in the long term. It is also expected to occur in the Tonle Sap region, and the impact in this area is mostly due to changes in hydrologic regime in the entire Mekong basin.

Studies about the scenario of climate change also shows that the height of the water level of the Tonle Sap Lake in rainy season is high as it results in inundated areas and the height of flood increases regularly and cause a change in the time and duration of the flooding current. All these changes can lead to a significant increase in floods and cause damage to crops, infrastructure, agriculture, and floodplain plants by reducing the fertile land in the region. In spite of the climate change, it is also a positive impact, such as increasing ecosystem productivity and producing enough water in the dry season.

The impact of climate change on sustaining the livelihood of the local population has been subjected to direct impacts from climate change in the environment because of the close relationship of cause and effect. By means of a feasibility study of climate change impacts on the future livelihood support and other environmental changes, a research is conducted through the irregularity of the currents of Tonle Sap floods and other general conditions in the environment.

Findings from the practical observation shows that most of the challenges in the past were related to unusual floods and drought and the impact on infrastructure, sustenance of livelihood and food security. The most important impact on high flood-related infrastructure cause physical damage to roads and structures as well as the collapse of local people's houses. The high flooding also has impact on the people's lives such as changing the time for harvesting the rice and fishing posing a great difficulty due to huge flooding.

Drought is also another risk factor for sustaining the livelihood of the people in the Tonle Sap region. General issues related to the possible lack of access to clean drinking water and damaging the quality of water in rivers and ponds, ponds affect the well-being of citizens. Drought directly affects the livelihood of farmers' families who depend on irrigation systems during the dry season.

Through the study of climate change, the environment and other impacts causing reduced soil quality and water quality as well as declining natural resources. Particularly the risks of decline in catches coupled with the use of unlawful equipment, habitat destruction and excessive exploitation. The risk of short-term environmental change caused a storm with strong winds that cause damage to homes, boats, crops and danger to life and the livelihood of the people in the Tonle Sap region.

## **2.3. Socio-Economic Challenges**

### **2.3.1. Sustaining Livelihoods**

Agriculture in the Tonle Sap region and Tonle Sap floodplain areas remains a major source of supporting people's livelihood. However, because of rapid population growth in the Tonle Sap region as compared with the year 1998, there is an increase in the demand for natural resources to take advantages from the Tonle Sap Lake and the floodplain, severely affecting ecosystems and causing agricultural production decrease to some extent.

Although the government has urged to implement agricultural policies, the implementation of this policy is still limited because people living there depend on agriculture and face a shortage of capital and do not understand the innovation and lack of physical infrastructure in the agricultural sector and the it causes a number of small-scale farmers to fall into debt and was forced to sell their homes and land. Therefore, the overall agricultural production line did not promote the livelihood of the people, but it gave an opportunity to a handful of people who are wealthy and can afford potential investment and suppress the local people.

Fishing is an important activity for many families living in the Tonle Sap Lake region. Currently, the reliance on fisheries resources around the Tonle Sap Lake has been faced with challenges in supporting sustainable livelihoods for people living in the Tonle Sap Lake and around the Tonle Sap areas. From the concept of the environment and ecosystems vulnerable in the short and long term, it is due to the impact of climate change. In fact, there is a change in the levels of rainfall, water height and duration and the size of the flooded forest areas. These variations can also be caused by human activities such as dam construction, destruction of flooded forests, the use of fertilizers in agriculture and other developments. Consequences directly affecting natural resources and livelihood are the change in fisheries and aquatic plants causing a loss of breeding places and shelters (housing), which cause a decline in catches. Other types of activities and the adverse impacts on fisheries resources (catches) and the income of the people (the community) are the use of illegal fishing gear and the destruction and overexploitation. Other developments include animal raising, agriculture, tourism and constructions which also can cause loss of flooded forests and affect the welfare of the Tonle Sap Lake ecosystems.

Another major challenge influencing the livehihood and fishing is the governance and management of institutions calling for the implementation of policy reforms of fisheries. The reform in the sector causes major change in fisheries management in the Tonle Sap region, and it can increase attention to the role of fisheries in these areas to support livelihoods and generate income.

Generally, the challenge of sustaining livelihoods dependin on fishing is related to ecological and environmental aspects the (stakeholder's disputes, the limited options to sustain livelihood), and policy and management aspects (the effective participation of stakeholders).

### 2.3.2. Socio-Economic Status

The most important socio-economic change factor in the Tonle Sap region is the rapid population growth. The population living in the Tonle Sap region has increased from 1.5 million in 1998 to 1.7 million in 2008, an increase of 14% (National Institute of Statistics, Ministry of Planning). Meanwhile, the poverty rate across the country in 2011 (National Strategic Development Plan 2014-2018) dropped to 11%. However, the poverty rate in rural provinces around the Tonle Sap region remains a concern (20% -23%).

In fact, the population growth in the Tonle Sap region is currently within the most alarming momentum in economic activities between 1998 and 2008 due to an increase in young people full of the labor force. An increasing proportion of the working age population reflects a context of development that provides all kinds of possibilities for employment. Otherwise, the growth of the labor force might cause a problem to the society when more people competing to tap limited natural resources in the Tonle Sap region.

Generally, the living standards of most of the people who live near the national road are better than people living near the Tonle Sap Lake. Most of the people who live near the Tonle Sap are the very poorest families who have received little education, have limited options to sustain livelihood, have no agricultural land, live on the natural resources which are common property such as water, fisheries and flooded forests to support their daily lives. Another problem which is the highest risk factor is people living in the Tonle Sap region and settle in floating villages and their living conditions are vulnerable.

With the above issues, the Tonle Sap region has been faced with economic and social problems as well as the whole region as nearly 2 million people have been living in the lake area and flood plains and benefited directly or indirectly from the resources of the lake in terms of livelihood and food security. The occurrence of economic and social issues because of the use of natural resources, increasing pressure of fishing business, a change in ownership and access to (resources and markets), and the imbalance of gender and ethics are a challenge to maintain the sustainability of sustaining the livelihood of the people in and around the Tonle Sap region. The conflicts between user groups worsened due to occupying a large part of the lake for commercial fishing in the lake during the fishing season and illegal fishing techniques are often used. The challenges of the young people participating in the labor force increased tremendous pressure upon the natural resources in the region. In the future, the Tonle Sap region depend heavily whether on the source of these young men's sustaining livelihoods and the progress forward.

## 3. Tonle Sap Authority

### 3.1.Regulations on the Establishment of Tonle Sap Authority

#### 3.1.1. Tonle Sap Authority's Mandate and Tasks

Tonle Sap Lake and floodplain are a major global biodiversity area which support fish, rice, agricultural products and large wetland resources and form the basis of resources, food security and sustain the livelihoods of millions of people for the entire Cambodia.

Currently, the pressures of development and population growth in the Tonle Sap Lake region have posed a severe threat to the welfare of the lake, environment, biodiversity and natural resources in the Tonle Sap region and related areas such as the increased use of substandard technology, deforestation and encroachment of flooded forest land, overexploitation of fisheries, climate change and the construction of hydropower dams and so on.

To ensure the sustainable management, conservation and development for keeping the great heritage of mankind in the long run, the Royal Government of Cambodia led by **Samdech Akeak**

**Moha Sena Padey Techo Hun Sen, Prime Minister of the Kingdom of Cambodia** decided to create a new institution to serve as an additional staff who assists the government, **the Tonle Sap Authority** in accordance with the Royal Decree No. NS/RKT/0609/705 dated 29 June 2009 and amended some articles in accordance with the Royal Decree No. NS/RKT/0310/258 dated 24 March 2010 on the Amendment of Articles 3, 5, 6, 9, 10 and Article 12 of the Royal Decree No. NS/RKT/0609/705, dated 29 June 2009.

Generally, the **Tonle Sap Authority's** mandate is defined in the Royal Decree to coordinate in the management, conservation and development of Tonle Sap region. The Tonle Sap Authority has a mandate to focus on the priorities:

- ☞ Coordinate activities of protecting natural resources and preserving the environment and physical biology of the Tonle Sap Lake
- ☞ Coordinate economic and social activities and programs as well as the poverty reduction objectives in the Tonle Sap region and promote sustainable livelihoods of people.

According to Article 4, Chapter 3 of the Royal Decree, which set out the roles and responsibilities of the Tonle Sap Authority, the above articles made it clear that the Tonle Sap Authority will carry out the functions under the jurisdiction of the unit include:

- ☞ Serve as staff for the government to work on a research project by conducting studies, review and providing recommendations to the government
- ☞ Collaborate with the relevant ministries, local authorities and development partners to prepare policies, strategic plans, programs and other projects
- ☞ Coordinate the ongoing and planned activities of the ministries, institutions, local authorities, international and national organizations, NGOs and civil society in the Tonle Sap region to work smoothly together effectively
- ☞ Monitor & evaluate the implementation of projects to encourage relevant operators to implement the strategies and plans of the government
- ☞ Represent the government to work on activities, including meetings and negotiations to resolve all the problems that may occur
- ☞ Sign the agreements, protocols and contracts after being approved by the government
- ☞ Serve as counterparts with all development partners to consider taking actions
- ☞ Collect, analyze, and update the data in order to disseminate and share information to stakeholders
- ☞ Provide education and training and promote the awareness among stakeholders
- ☞ Report to the government about the main activities
- ☞ Carry out other tasks assigned by the government.

In Article 8, the Tonle Sap Authority is also required to convene a meeting once every 3 months of the Executive Committee of the Tonle Sap Authority.

With the content of the Royal Decree on the Establishment of Tonle Sap Authority, it clearly defines the Tonle Sap Authority's main role to strengthen coordination in the Tonle Sap region, monitor and evaluate all projects and activities. According to Article 4 as stated in the Secretariat, the Tonle Sap Authority will have a role with a focus on the project as follows:

1. Act as research unit to monitor and assess the potential economic, social and natural resources in the Tonle Sap region and related areas to organize a road map (masterplan), visions, policies, and strategies to be submitted to the Government for review and decision.

2. Serve as partner to help coordinate the project process which should continue to be implemented in the Tonle Sap area
3. Monitor the implementation of the ongoing projects to ensure that all the objectives are achieved and programs are executed
4. Evaluate the implementation of the projects to be completed to examine the success of the projects with the desired targets

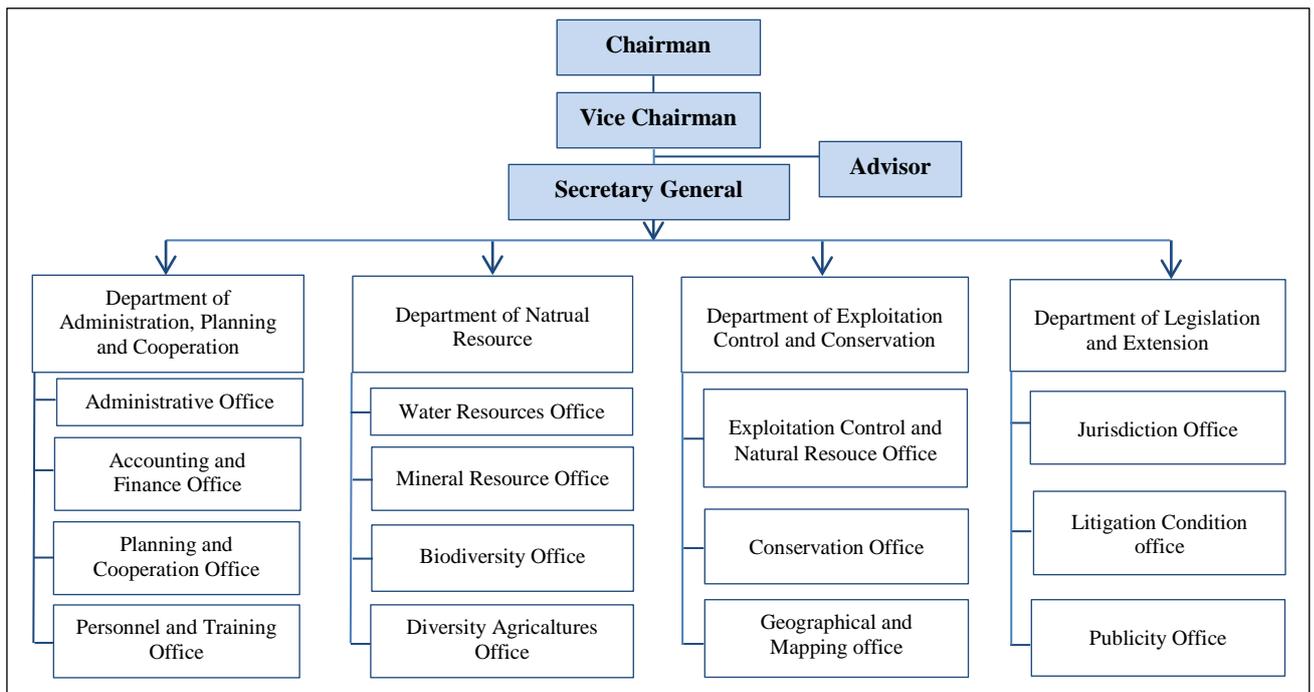
Based on the documents on the regulations, the Tonle Sap Authority is not an entity that acts as the River Basin Organization (RBO) related directly to the water sector, but is the unit to gather information and data through the studies, researches, planning and monitoring of all the roles being executed in the Tonle Sap region.

### 3.1.2. Tonle Sap Authority Structure and Secretariat

The Tonle Sap Authority is led by one chairman who is now the Minister of Ministry of Water Resources and Meteorology and Chairman of the Cambodia National Mekong Committee and composed of 2 vice chairmen and 31 members who hold the position of Secretary of State and Under Secretary of State representing the ministries, institutions as well as the governors of 8 provinces within the jurisdiction of Tone Sap region.

Article 7 of the Royal Decree clearly stipulates that the Tonle Sap Authority has one Secretariat for working everyday and managing to work on the coordination, communication and collaboration between ministries, institutions, and local authorities, international and national organizations, NGOs and civil society for the sustainable management, conservation and development of Tonle Sap region. Currently, Tonle Sap Authority’s Secretariat is headed by one Secretary General and 3 Deputy Secretary and has 4 departments with 14 offices in the following structure:

**Organization Chart of Tonle Sap Authority**



### 3.1.3 Work Implementation Scope of Tonle Sap Authority

Tonle Sap Authority will execute the work depending on the scope of jurisdiction clearly defined in the Royal Decree on the establishment of **Tonle Sap Authority**, although limiting the scope of the Tonle Sap region has not yet been prepared and formally adopted, as stated in Article 2. Work activities are carried out to cover the territory of 8 provinces around the Tonle Sap region and other related areas of some provinces located in the watershed boundaries linked through the water and natural resources depending the water sources.

As clearly defined in the mandate of the Tonle Sap Authority, it is the coordinating entity for the management, conservation and development of Tonle Sap region and states the roles and responsibilities in Article 4 of the Royal Decree. Tonle Sap Authority must define a number of activities in support of major tasks:

- ☞ Prepare and coordinate data and information on Tonle Sap region
- ☞ Study and research, monitor & evaluate the potential economic, social and natural resources in the Tonle Sap region and related areas
- ☞ Prepare and provide the relevant technical skills.

In accordance with the Royal Decree defining the roles and responsibilities of Tonle Sap Authority and in the spirit of encouraging the protection of natural resources and biodiversity, which is a very important part in promoting the national economy and sustaining the livelihood of the people of Cambodia in the Tonle Sap region and related areas on a sustainable manner, Tonle Sap Authority has made its effort to pay attention to carrying out its tasks by researching, monitoring the offense activities and anarchies of fisheries, flooded forests, and biodiversity in the Tonle Sap Lake Region and related areas in cooperation and coordination with the relevant ministries and institutions at national and sub-national level.

The historic successful performance of the Tonle Sap Authority in accordance with the Government's Order No. 01, dated 02 July 2010 to take action and protect the natural resources areas of Tonle Sap region led to the division of 3 protected zones including:

- ☞ Protected Zone 01: residential areas and farming land of farmers and the slightly inundated areas in the rainy season along the National Road 5 and National Road 6
- ☞ Protected Zone 02: a buffer zone between the 01 protected zone and the 03 protected zone, pasture, bush and farmland where farmers do dry season farming. The area is flooded in the rainy season, usually up to a height of 3m to 4 m.
- ☞ Protected Zone 03: a protected area with flooded forests and inundated pasture and wetlands, which cover an area of 647,406 hectares of land along with the precise coordinates of 802 points in the 06 provinces around the Tonle Sap Lake as stipulated in Sub-Decree No. 197 ANKR.BK, dated 29 August 2011 on the demarcation of flooded forests of 647,406 hectares located in the 6 provinces around the Tonle Sap Lake (Kampong Chhnang, Pursat, Battambang, Banteay Meanchey, Siem Reap and Kampong Thom provinces).

With the spirit of participation in implementing the policies on the reform of fisheries of the Royal Government to promote the management and development of fisheries, which is a very important part in promoting the national economy and the livelihood of people, in particular the management and development of fisheries resources in the Tonle Sap region and the enrichment of biodiversities, the Tonle Sap Authority has played a key role in its efforts to implement the work carefully by conducting studies on the crimes and anarchical activities in the Tonle Sap region and requested a decision be made by the government in the initiative to safeguard and preserve and use resources on a sustainable manner to lead to the elimination of crimes and anarchical activities of overexploitation of fisheries resources in the Tonle Sap Lake region.

Through the Order No. 01 of the Government dated 22 May 2011 on the measures to eliminate the anarchy of using bamboo barricades, barriers, woven sheets and structures across the river, tributaries, streams and lakes in the provinces related to the Tonle Sap Lake. The Tonle Sap Authority has strived to work with both relevant national and sub-national ministries and institutions and achieved the reform of fisheries sector in the regions related to the Tonle Sap Lake as stipulated in Sub-Decree No. 37 ANKR.BK, dated 07 March 2012 on the elimination of fishing lots around the Tonle Sap Lake in Battambang, Banteay Meanchey, Siem Reap, Pursat, Kampong Chhnang and Kampong Thom provinces for people to do family-sized fishing and to serve as fisheries conservation area.

To continue to strengthen the implementation of Tonle Sap Authority's core missions in the role of research, monitoring and evaluation of the potential economic, social and natural resources and the inspection and monitoring of any criminal and anarchical activities in the Tonle Sap Lake region and related areas. The General Secretariat of the Tonle Sap Authority organized its action plan for the first time (2014-2016) and for the second time (2015-2017) to implement work activities annually. This action plan reflects the main activities of registration, collecting information and data to contribute to helping promote the sustainable management, conservation and development of Tonle Sap Region and related areas and identifies the action priorities of the departments to achieve the common outcome and output of the General Secretariat of the Tonle Sap Authority. The key activities carried out include:

- ☞ Inspection of destruction of the flooded forests around the Tonle Sap Lake
- ☞ Monitoring the anarchy and crimes of illegal and excessive exploitation of natural resources and fisheries
- ☞ Monitoring and evaluation of daily catches around the Tonle Sap Lake.
- ☞ Monitoring and evaluation of the fish paste processing business and various handicrafts
- ☞ Monitoring of fishing community management of the fishery conservation zone
- ☞ Monitoring of all liquid wastes in the Tonle Sap region
- ☞ The study and collection of information and data relating to the potential economic, social and natural resources and biodiversity in the Tonle Sap region
- ☞ Collecting and compiling the data for all the projects which have been implemented by ministries, institutions and stakeholders in the Tonle Sap region
- ☞ Promoting the implementation of the Government's policies
- ☞ Continuing to strengthen the cooperation with relevant ministries, institutions and partners

### 3.2. Vision

Setting a strategic vision in the strategic plan of the Tonle Sap Authority requires the meaningful content in line with the mandate and the roles and responsibilities as defined in the Royal Decree No. NS/RKT /0609/705, dated 29 June 2009 on the establishment of **Tonle Sap Authority**.

**“A model institution/organization that can achieve success in coordination of sustainable management, conservation and development in the Tonle Sap region”**

It is required to optimize the coordination in the Tonle Sap region, which happens in all aspects of activities that affect the ecosystem and biodiversity of the Tonle Sap Lake. In fact, currently Tonle Sap Lake has been subjected to threats by outside factors (the development of the upper Mekong) and the factors in the basin and (the development of tapping water along the tributary of the river and flowing into the lake).

Coordination must be examined carefully by the Tonle Sap Authority and all meeting arrangements and functions of the Secretariat of the Tonle Sap Authority are carried out. Discussions to exchange

ideas are held among the partners in the government and outside the government related to the Tonle Sap region. The mediation also confirm the technical support for the preparation of building projects and preparation of documents for the programs of the management, conservation and development of Tonle Sap region. Communication and lives of people in the Tonle Sap Lake region together with relevant partners are clearly managed as it is unavoidable in the context of coordination. It is a necessary factor in collecting and compiling a network for the conservation, management and development of Tonle Sap region to enhance the efficiency through the sharing of experiences. To ensure effective coordination, it is needed to build capacity in the provision of administration, regulations and technical assistance for all the sectors in the management, conservation and development of the Tonle Sap region.

The effectiveness of coordination of the Tonle Sap Authority to be taken into practice as follows:

1. Economic and social programs with an aim to improve the efficiency to sustain the people's livelihood and financial situation in the Tonle Sap region
2. Natural resources and environmental programs with an aim to ensure the interests, resources and environment are protected and kept forever.

### **3.3. Mission**

As clearly defined in the mandate of Tonle Sap Authority's **coordinate the management, conservation and development of Tonle Sap area** and set out in Article 4 of the roles and responsibilities in the Royal Decree, the mission for the mandate on Tonle Sap Authority and participation to support the vision:

**"Support the development and appropriate processes to coordinate the management, conservation and development of the Tonle Sap region"**

With the mission for the strategic planning process, Tonle Sap Authority takes into consideration the key directions for the work status of the Tonle Sap Authority. In fact, the joint implementation of development projects and other activities is explicitly defines in the Agreement and the Statute of "equitable sharing of benefits". In the direction of long-term employment through the equitable sharing of benefits, Tonle Sap Authority will identify opportunities towards achieving the social, economic and environmental balance to contribute to poverty reduction. Enhancing the effectiveness of the mission in support of strategic planning process of the Tonle Sap Authority includes:

1. Strengthening the effectiveness and coordinating in providing information which take place in the Tonle Sap region
2. Conducting research and compiling data in the Tonle Sap region and related areas
3. Preparing and disseminating the relevant technical skills

### **3.4. Key Benefits**

The benefits for the success of the process in building and implementing a strategic plan to achieve the above vision and mission require that all stakeholders should have:

- transparency
- teamwork (collaboration and exchange of ideas)
- Mutual respect
- Good Governance
- Social and gender equity
- Work efficiency

#### **4. Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT)**

To achieve the success of the mandate and mission of the Tonle Sap Authority, it is important to analyze the strengths; weaknesses, opportunities and threats (SWOT) of the Tonle Sap Authority. It is necessary to identify the opportunities to specify the strengths of the Tonle Sap Authority to be taken into practice for the maximum benefit to manage the obstacles and challenges. Moreover, the weaknesses are indicative of the gaps that require filling if the Tonle Sap Authority pays attention to grab opportunities. The competition to exploit resources requires Tonle Sap Authority to carefully define the implementation scope of activities to enhance effective implementation. To achieve success requires a strategic plan provide a road map for the Tonle Sap Authority based on the analysis of strengths, weaknesses, opportunities and threats (SWOT), as well as the issues related to the management of natural resources and ecosystems, and water consumption in the Tonle Sap region for laying the foundation to identify priority areas for the implementation of the actions. The output of analysis of strengths, weaknesses, opportunities and threats (SWOT) is prepared as shown in Table 01 below:

**Summary Table of Strengths, Weaknesses, Opportunities  
and Threats of the Tonle Sap Authority**

<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Tonle Sap Authority established by Royal Decree has its mission to coordinate the management, conservation and development of the Tonle Sap area	National and sub-national ministries and institutions and international technical partners still do not understand the roles and responsibilities of the Tonle Sap Authority	Continue to take care to mainstream a global awareness and enhance communication with ministries, institutions and stakeholders in order to understand the roles and missions of the Tonle Sap Authority  Continue to encourage the implementation of the activities to be effective in defining the role and duties in the Royal Decree and sub-decree	Tonle Sap Authority's roles and responsibilities are added to the existing responsibilities of ministries and institutions, both national and sub-national
Recognition and support of the establishment of the Tonle Sap Authority to coordinate all activities/projects implemented in the Tonle Sap region by the leaders of ministries and institutions of the government and local and international financial partners	Most of the project activities and programs have been implemented in the Tonle Sap region and do not provide information/reports and consult with the Tonle Sap Authority in the cooperation	Planning and strategic framework for the Tonle Sap region within the framework of coordination and management of all activities related to the economic, social, environmental and natural resources	Ministries, institutions and individual stakeholders do not have harmonization between the implementation of joint projects/programs and problem solving are based on the decisions made by the top-level leaders
Symbols and scope of responsibilities are generally recognized at the national level sub-national, regional and international levels	The scope of Tonle Sap region has yet to be clearly defined  The membership of the relevant ministries, institutions and province has not been updated.  Executive Committee has not yet followed the work stipulated in the Royal Decree.	Strengthening cooperation with relevant ministries and institutions, especially the Ministry of Water Resources and Meteorology (National River Basin Committee) to determine the scope of Tonle Sap region  Update membership and continue to strengthen the Executive Committee's regular operations	Lack of database and limited cooperation from the relevant ministries, institutions and provinces
Serve as staff directly for the government to conduct studies, review and provide recommendations to coordinate the management,	Collaborative participation from the relevant ministries, institutions and provinces is limited in sharing information and data	Continue to strengthen research and increase cooperation with the ministries, institutions and stakeholders to collect and compile, share and disseminate the information and data related to the potential and impact on the Tonle Sap	Data collection, analysis and update are limited

conservation and development of Tonle Sap region		region and the related areas	
Collaboration with line ministries that are members of both the national and sub-national levels through the national, regional and international projects and programs	Human resources, technical expertise and coordination is limited at the national, regional and international levels	Mainstreaming the activities of training, transfer of knowledge into the national, regional and international Capacity Building Program to provide more opportunities for officials in the integration activities/projects as well as strengthen the partnership through the implementation of projects/programs of cooperation.	The cooperation has not been smooth by losing opportunities of the relevant ministries, institutions and provinces that have carried out so far.
The ability to attract/mobilize funds to fulfil the missions	Setting the past objectives in the strategic plan is not clear.  The awareness of officials is limited	Mainstreaming programs/priority programs in Strategic Plan funding program and Public Investment Program and regional plan (NIP-CNMC/MRC, GMS, ASEAN ) in the search for development partners and the Government's counterpart budget for implementation	Project/program proposed do not meet the targets of plans and miss target areas desired by development partners
Coordination of all programs/projects activities being implemented and planned to be implemented in the Tonle Sap region	Basic knowledge and understanding of M & E skills are limited. Moreover, there is no policy/precise method of how the process will be carried out	Strengthen the knowledge and technical skills to coordinate with technical ministries, institutions and other stakeholders to monitor and evaluate the impacts of the development suggesting natural resources, socio-economic and environmental benefits	Many major projects of ministries, institutions and the parties implemented in the Tonle Sap region are scattered and have their respective procedures in project management through the monitoring and evaluation of the ministries and institutions
Tonle Sap Authority is a research unit to collect data for analysis and update the scientific study in accordance with the technical standards recognized by development partners and relevant institutions.	Lack of experts in the fields of biodiversity and fisheries and modeling experts.	Strengthen the Capacity building of officials about the technical skills associated with the use of regional and national establishments/institutions to provide existing knowledge to the officials.  Recruit qualified officials according to necessity	The collaboration of national and sub-national ministries and institutions to provide the relevant data is limited and not smooth for the fear of losing benefits
Work on a regular basis in accordance with the action plan of the General Secretariat of the Tonle Sap Authority	The activities of each technical department suggests budget requirements and were not implemented	Update priority action plan to put into the budget Strategic Plan of the Ministry of Water Resources and Meteorology program to the Ministry of Economy and Finance to consider supporting the continued implementation of the activities of the Tonle Sap Authority	Limited financial resources, capacity and the number of officials

## 5. Strategic Directions of Tonle Sap Authority

### 5.1. Introduction

Through the results of consultations with stakeholders in the workshop, Tonle Sap Authority set the directions for the medium term with the key stakeholders. The strategic directions for the next 5 years include:

- ☞ Strengthen regulations, policies and institutional framework
- ☞ Strengthen fundamental understanding of river basin
- ☞ Coordinate the planning and management
- ☞ Communicate in cooperating and capacity building for stakeholders
- ☞ Efficient and sustainable cooperation

Table 2 below shows the strategic directions of the Tonle Sap Authority for a period of 5 years (2015-2020). All these strategic directions are fundamental to the framework of the medium-term strategic plan for intervention by the Tonle Sap Authority which has an interlocking form. Meanwhile, the strategic framework for the period 5 years of the Tonle Sap Authority is not regarded as an action plan for river basin management. In fact, the strategic planning documents clearly define priority actions that could assist the Tonle Sap Authority's officials and is considered a priority for future planning.

The Tonle Sap Authority's strategic framework for a period of 5 years should be treated as guidelines for operations in the year aheads to manage the finance, technique and policies. This strategic framework is a strategic document, which is the basic argument or important for every stakeholder or partner of the Tonle Sap Authority to ensure:

- ☞ Public awareness about issues related to the establishment of the **Tonle Sap Authority**
- ☞ Attracting technical and financial support for the Tonle Sap Authority
- ☞ Defining key priorities and avoid overlapping program/project activities through coordination of the Tonle Sap Authority.

The strategic framework also shows the following main points:

- ☞ Political partners are in a position to monitor the process of the establishment of the **Tonle Sap Authority** within the jurisdiction of intervention
- ☞ Technical partners are in a position to mainstream the activities of technical intervention into the river basin development plan in line with other activities in the Tonle Sap region
- ☞ Financial partners are in a position to get a clear understanding about the programs duration the implementation of activities and each programs/projects of the Tonle Sap Authority could consider budget support.

The strategic framework must be an important priority document to be shared to sub-national, regional and international ministries and institutions and Tonle Sap Authority's key partners. This strategic framework is also important for informing the countries located in the upper Mekong River and tributaries that are not within the administrative territory but related to the hydrologic regime which receives water from the Mekong regime.

The mission of the Tonle Sap Authority has substantive meaning if the above-mentioned 5 strategic directions are taken into consideration by the leaders of Tonle Sap Authority, relevant ministries, institutions and provinces as a member, politicians, both regional and international technical and financial partners for the sake of the participation in cooperating on the management, conservation and development of Tonle Sap region.

**Table 2: Summary Matrix Table of Tonle Sap Authority's Strategic Plan 2016-2020**

Expected results	Activities/projects	Period of Implementation	Priority Level
<b>Direction 1: Strengthening policies, regulations and institutions</b>			
1. Policies for introducing water governance and work activities of Tonle Sap Authority	1.1. Promote policies to manage water resources in a comprehensive manner in Cambodia, including at the national, regional level and in the Tonle Sap region	5 years (2016-2020)	Medium
	1.2. Coordinate mainstreaming the strategic plan of Tonle Sap management in the Government's Strategic Policy and National Development Strategic Plan	Starting in Year 3 (2018)	Medium
	1.3. Coordinate with ministries, institutions and stakeholders to incorporate IWRM principles into regulations/sectoral plan and push for harmonization where needed	5 years (2016-2020)	Medium
2. Water governance regulations are established in the Tonle Sap region	2.1. Coordination and obey all regulations related to water resources law and Cambodia's river basin management framework	5 years (2016-2020)	Medium
	2.2. Define the scope of the Tonle Sap region (Royal Decree, Article 2)	Starting Year 1 (2016)	High
3. Every major element of legal regulations and the roles and responsibilities of Tonle Sap Authority is executed and the effectiveness is enhanced	3.1. Manage to organize work processes regularly (meetings, workshops ...) in accordance with the relevant statute of Tonle Sap Authority	5 years (2016-2020)	Medium
	3.2. Coordinate and cooperate closely with technical ministries, institutions to optimize the implementation of the relevant legal standards to promote the management, conservation and development of natural resources and ecosystems of Tonle Sap Lake region	5 years (2016-2020)	Medium
	3.3. To continue implementing the legal norms to protect flooded forest areas around the Tonle Sap region (Region 3)	5 years (2016-2020)	High
<b>Direction 2: Strengthening basic understanding about the management of Tonle Sap</b>			
4. Database on economy, society, environment and natural resources of Tonle Sap region and	4.1. Conduct a study on economy, society, environment and natural resources of Tonle Sap region and related areas	5 years (2016-2020)	High

related areas are strengthened to collect and disseminate	4.2. Prepare an inventory of the sources of water resources in the river basin management plan in the Tonle Sap region	Starting Year 1 (2016) To be Completed in the 3 <sup>rd</sup> year (2018)	High
	4.3. Prepare a wetland inventory around the Tonle Sap region	Starting Year 1 (2016), To be completed in the 3 <sup>rd</sup> year (2018)	High
5. Management and mechanisms to share information and data	5.1. Support and cooperate with the national ministries and institutions to strengthen/ establish a network for monitoring the impact on natural resources, environment and socio-economic conditions	5 years (2016-2020)	Medium
	5.2. Support and cooperate with the national ministries and institutions in strengthening institutions, procedures/method of M & E about the impact on natural resources, environment and socio-economic conditions	5 years (2016-2020)	Medium
	5.3. Create a platform to share and disseminate research concerning the potential and impact on the Tonle Sap region and the related areas	Starting in 1 <sup>st</sup> year and to be implemented on a regular basis	High
<b>Direction 3: Coordination, Planning and Management</b>			
6. Sustainable management in accordance with the provisions relating to river basin management framework	6.1. Coordinate and support the process of sustainable development in the protection of natural resources and environment around the Tonle Sap Lake	5 years (2016-2020)	Medium
	6.2. Coordination with national, regional and international level network on the provisions on the management of water resources and river basin management	Starting in 1 <sup>st</sup> year and to be implemented on a regular basis	Medium
7. Awareness and coordination of Tonle Sap projects	7.1. Prepare technical mechanism of the procedures to monitor and consult with stakeholders about the procedures for implementation of each project in the Tonle Sap region	5 years (2016-2020)	High
	7.2. Strengthening the awareness about the methods and procedures for the monitoring and evaluation of the programs/projects	5 years (2016-2020)	Medium
8. Framework of the Tonle Sap area management plan has been prepared and disseminated	8.1. Technical reports/comments on the State of Tonle Sap Lake, including economic, social, environmental and natural resources	Starting in 1st year and to be implemented on a regular basis	High
	8.2. Preparing the draft of Tonle Sap development/management strategic plan	Starting in Year 3 (2018), to be completed in the 5 <sup>th</sup> year	High

<b>Direction 4: Communication and Capacity Building of Stakeholders</b>			
9. The main function of the Tonle Sap Lake is to increase public awareness through communication and dissemination of information	9.1. Prepare and develop communication /coordinatio implementation plan with focus on the techniques and tools to raise awareness in a comprehensive manner, such as hard copy and soft copy and identifying partners and network for promoting dissemination	Starting in Year 1 (2016), to be completed in year 3 (2018)	High
10. Stakeholders' ability to share and collaborate in the development and management of natural resources, environment, biodiversity, ecosystems and socio-economic conditions of the Tonle Sap Lake region	10.1. Strengthen the implementation of the plan of the participation of stakeholders and promote capacity building	5 years (2016-2020)	Medium
	10.2. Identify and establish the partnership and networks with local stakeholders of Tonle Sap region (User groups, NGOs, farmers, communities ...)	To be completed in 5 years	High
<b>Direction 5: Effective and Sustainable Operation of Tonle Sap Authority</b>			
11.The effectiveness of the implementation of the strategic plan	11.1. Monitor and evaluate all the frameworks and activities carried out on a regular basis with a review in mid-term 2019	5 years (2016-2020)	High
	11.2. Lead and strengthen the implementation of the Strategic Plan	5 years (2016-2020)	High
12. Financial resources and partners to support the mission of the Tonle Sap Authority	12.1. Strengthen and expand the network of Donor Consultative Group to provide both technical and financial support	Starting in 1 <sup>st</sup> year and to be implemented on a regular basis	High
	12.2. Coordination in the roles of the River Basin Organization	Starting in 1 <sup>st</sup> year and to be implemented on a regular basis	High
	12.3. Budget source integration /Tonle Sap Authority's internal funds (state budget, donors, projects ...)	To be completed in Year 5 (2020), and continue the process	High
13. Human resources and administrative procedures to support the implementation of the activities of the Tonle Sap Authority	13.1.Repair and maintenance of furniture and fuel	To be completed in 3 years	Medium
	13.2.Procedures and internal regulations for the daily work process		Medium
	13.3. Recruiting qualified officials where necessary	Examining the demands in a year	High
	13.4. Capacity building of Tonle Sap Authority officials and officials of concerned ministries	5 years (2016-2020)	Medium

## 5.2. Strategic Directions

These 5 strategic directions raised are further explained below to increase the awareness among stakeholders (policy makers, technicians and budget supporters) about the management of the Tonle Sap Authority. To optimize the understanding of the mission work of the Tonle Sap Authority, there must be involved in comprehensive dissemination including the use of language in the strategic plan.

The strategic direction is clearly identified as it is independent and consistent with the mission work of the Tonle Sap Authority and to ensure that the mutual relationship is an important factor in the framework of coordination.

### 5.2.1. Strengthening the Policies, Regulations, and Organizations/Institutions

The establishment of the Tonle Sap Authority is indicative of the Government's highest attention to the protection of natural resources, biodiversity and ecosystems in the Tonle Sap region and related areas. Based on the provisions of the Tonle Sap Authority, the Royal Government of Cambodia entered a definitive approach "**Coordinate the management, conservation and development of tonle sap area**" with its view to promoting economic, social, cultural and natural resources and environment sectors of the country, such as:

- ☞ Requires protecting the ecosystems of biological diversity, the rare resources of the Tonle Sap Lake and the source of food security, particularly fishery resources
- ☞ Participate in promoting the sustaining of the livelihood of the people towards poverty reduction in the Tonle Sap region
- ☞ Coordinate activities/projects that are scheduled to be implemented in the Tonle Sap region to work together smoothly and effectively

Tonle Sap Authority's role is not only required to prepare the organization's operations as shown in Table 2 (expected results 3) and Article 8 of the Royal Decree. However, it mentions the coordination mechanism to increase the cooperation to prepare policies, perspectives, and the mission work of the Tonle Sap Authority with the relevant sectors. The determination of the policy on **the management, conservation and development of water resources** within the framework of management river basin of the Kingdom of Cambodia, as stated in the Law on the Management of Water Resources (2007) is the most important responsibility of the Ministry of Water Resources and Meteorology in preparing the inventory of Water Resources of the Kingdom of Cambodia and collect the data about the quality and quantity of water resources and prepare a national water resource plan. In relation to the framework, laws, and provisions of the Policy of Water Resources, Tonle Sap Authority is required to work in close cooperation with the relevant sectors in a comprehensive manner, particularly the Ministry of Water Resources and Meteorology on planning and preparing an inventory of water resources at the national level and the Tonle Sap region (expected results 1 and 2).

The determination of the scope of Tonle Sap region (activity 2.2) is a core function required to be defined to see the Tonle Sap Authority's work capacity. The executive areas include provincial administrative territories of 8 provinces around the Tonle Sap region. Tonle Sap region is Cambodia's important geographical aspect associated with the water resources. These are the most important reason to take measures to protect natural resources and biodiversity of the Tonle Sap Lake and related areas that are designated as the watershed boundary. At the same time, the programs related to socio-economic development process must be within the administrative territory of each province/city/ district/commune and village. Therefore, the determination of Tonle Sap region boundary is the most important way to determine the operations work of the Tonle Sap Authority to monitor and evaluate the effectiveness of program activities/socio-

economic development projects, natural resources and the environment which cause potential impact on the Tonle Sap region.

### 5.2.2. Strengthening the Basic Understanding of the Tonle Sap region

The awareness and dissemination in a scientific manner of the Tonle Sap region is critical for Tonle Sap Authority to promote the implementation of river basin policies and enable consistent and coordinating process for all development projects. The procedures for strengthening the basic knowledge and supporting national ministries, institutions will need to be followed in the available phase (Expected results 4 and 5). All these issues require study and collecting information and data about the natural resources and biodiversity, especially in relation to shelter, water resources and ecosystem along with socio-economic data of the Tonle Sap Lake region and ensure that the information and data are clearly organized and updated. During the 5-year period, Tonle Sap Authority must play a crucial role in meeting a specific objective to boost the awareness of the potential of Tonle Sap region and optimize the data source.

The thorough attention to some of the key issues will be paid to the Tonle Sap Authority to ensure the success in strengthening the awareness as follows:

- ☞ Collect and compile any type of information, data from all sources (Activity 4.1), and cooperate closely with the Ministry of Water Resources and Meteorology to collect and develop an inventory of water resources and framework of river basin management plan in the Tonle Sap region and related areas (Activity 4.2 and action 4.3) in order to build a meta-database related to the socio-economic information and data and natural resources/ environment of Tonle Sap region.
- ☞ Classification of key data types and sorting of data types. These data requires strengthening for planning and evaluation.
- ☞ Initiate or encourage a system for the sharing of information and the possibility between the databases
- ☞ Promote research in related areas.

The Tonle Sap Authority should be an agency which disseminates the related information and data (Activity 5.1 and 5.2) and should set up a network of information and data in a comprehensive manner, which can be found for study and survey. Meanwhile, Tonle Sap Authority also needs to consider and study the possibility of organizing a forum to share and disseminate the results of the study (Activity 5.3) in relation to the potential and impact of Tonle Sap basin region.

### 5.2.3. Coordination, Planning and Management

In relation with the execution of the strategic plan of the Tonle Sap Authority, which has a specific mandate "to **coordinate management, conservation and development of Tonle Sap region**", it shows the 2 main activities:

- ☞ Promoting policies, strategies and planning framework for the Tonle Sap Region
- ☞ Monitoring and evaluating the all projects which being are implemented and planning the implementation of the Tonle Sap region

Based on the content of the Royal Decree on the establishment of **Tonle Sap Authority**, who is a staff for the government to require the entities to boost efficiency of adaptation mechanism in the monitoring and evaluation of all projects and activities in the Tonle Sap region to examine the benefits of natural resources, the environment, along with the impact on socio-economic value (expected results 7).

To ensure the successful work, Tonle Sap Authority will not only prepare the establishment of a coordination mechanism but also examine and approve the mechanisms of the planning of Tonle Sap region (expected result 8) by taking into consideration the sustainable management, conservation and development of the value of natural resources and the environment in the Tonle Sap region and the socio-economic value of Tonle Sap region. The coordination mechanism to be

effective requires the Tonle Sap Authority to understand the reason of the project, purposes, statute and the scope of activities to determine the mode of communication of the project associated with the 1<sup>st</sup> strategic direction for strengthening policies, provisions and institutions due to the project coordination and have cooperation from related partners.

The strategic planning framework for the development of Tonle Sap region (Activity 8.1, 8.2 and 8.3) is a key task of the Tonle Sap Authority to be established. Tonle Sap Authority can develop strategies, policies and reports/comments about the technical details of the (state of Tonle Sap) for the sustainable management, conservation and development of natural resources and society and economy to improve the Tonle Sap region (Activity 8.1).

Basically, the content of the structure of the Tonle Sap Authority reflects the responsibility to build the short, medium and long-term plan for the Tonle Sap region. The Development Strategic Plan for the Tonle Sap region should have a period of 10 years (as a minimum), determining the specific directions first for work progress, strategic points and means and programs required to successfully achieve the desired objectives.

The Development Strategic Plan for the Tonle Sap region is not a **master plan or road map** for each sector. This strategic plan can be organized by stemming from existing plans for each sector requires coordination at high level. Tonle Sap Authority is working closely with the relevant ministries and institutions in all sectors, mostly related to the risks of the management of Tonle Sap region including 2 important factors related to the protection of natural resources, environment and socio-economic development.

#### **5.2.4. Communication and Capacity Building of All Stakeholders**

Enhancing the capacity of understanding of the governance in the principle of natural resource management and river basin management, especially a clear understanding of the core work of the Tonle Sap Authority is required to set up a specific communication plan (expected results 9) to set the targets and the information of communication. It is important to distinguish between the general communication on the situation of river basin's environment and technical aspects related to the execution of the river basin. In this regard, the relationship is established with the investigation work.

Communication is recognized and encouraged by the majority of the partners of the Tonle Sap Authority as it will be given important points in the training program for current and future partners (Activity 10.1 and 10.2). This means the Tonle Sap Authority may depend on the network with existing capacity in the Tonle Sap region, or be able to adequately prepare trainers for the core national ministries and institutions to prepare a more sustainable process. Making users know how to take advantage of the Tonle Sap Lake is a core strategy within the medium term because one part comes from the opportunities to be given through the projects and disseminating the information to the people through the members of the community/association and the Task Force in the organizational chart to help Tonle Sap Authority make a decision. Tonle Sap Authority will ensure that limiting of the communication and training plan with precision by avoiding excessive greed and mismatch smoothly in each stage. Internal technical skills may be chosen to play a vital role as a coordinator.

### 5.2.5. Internal Capacity Building

The strategic direction for the period of 5 years is critical for the Tonle Sap Authority. If the quality of the capacity of the Tonle Sap Authority officials is low, they can not achieve the target successfully. To ensure the success of an understanding of the governance in the principles of integrated water resources management, natural resources, river basin management, and especially to understand the core work of Tonle Sap Authority, there must be the fundamental ability of understanding in a comprehensive manner.

It is necessary for the Tonle Sap Authority to ensure the success of the mission work, including:

- ☞ Require high capacity to study and research the information and data in a scientific manner and management and monitoring and evaluation of projects which are being implemented and planned to be implemented in the Tonle Sap region. The opportunities of strategic directions in professional role is fundamental to increase the trust for the Tonle Sap Authority and improve work efficiency of the entities to take basic responsibilities for coordinating research activities, monitoring and evaluating the implementation of the project in the Tonle Sap region. Generally, the Tonle Sap Authority through the General Secretariat will ensure the development of human resources in response to the missions and activities in the Tonle Sap region and not to be chosen without specific reasons. The first chosen objective is to select officials who have the technical capabilities to do the task to be responsible (project management) for key activities within a period of 5 years. Actually, the capacity and expertise of Tonle Sap Authority will ensure the implementation of this strategic plan.
- ☞ Financial autonomy to carry out basic activities. In the process of creating a complexity for coordinating the management, conservation and development of Tonle Sap Region and in a cross-border manner (if any), Tonle Sap Authority will seek to mobilize adequate financial resources to ensure the smooth operation within the unit and ensure the coordination of all program activities/projects which are being implemented and planned to be effectively implemented at the Tonle Sap Region. Most importantly, Tonle Sap Authority must be flexible and effectively responsive in the capacity as a coordinating entity for management, conservation and development of the Tonle Sap region and related areas.

## 6. The Methods of Execution

### 6.1. Introduction

The 5 strategic directions above presented in the previous section set out the framework for strategic development of the Tonle Sap Authority in the coming years. This strategic framework is a confirmation for stakeholders as partners. The strategic framework also reflects the development process of the Tonle Sap Authority in creating awareness and decision-making activities in the medium term.

Tonle Sap authority's challenges are to set up the operation of every strategic direction which is mutually related. The failure to put into action plans and budget plans in the following chapter is indicative of its priorities for intervention. The objective is to maintain the core elements of the mission and mandate of the Tonle Sap Authority to gain a clear understanding of the policies and technical level recognition.

The following priorities are set up in 5 years. Tonle Sap Authority will pay proper attention to technical work and management of the institutions/organizations to ensure effective coordination

in the management, development and conservation of natural resources and ecosystem in Tonle Sap region and related areas.

## 6.2. Tonle Sap Authority's Intervention Priorities

### 6.2.1. Key Priorities of the Tonle Sap Authority

The General Secretariat of the Tonle Sap Authority will play an important role in paying attention to the following priority issues during the 5-year implementation period:

- ☞ Increase the financial resources to enable full implementation of basic studies and functioning institutions/entities
- Continue to disseminate and implement fundamental technical actions, create a platform to share and disseminate the results of the research related to the potential and impacts of Tonle Sap basin region, manage the sources of information related to Tonle Sap region, disseminate and finish determining the
- scope of Tonle Sap region (Article 2), technical report/comment about the State of Tonle Sap, and especially the strategic plan of Tonle Sap development and communication plan (coordination) which complement each other
- ☞ Set up and coordinate the nation's core institutions and ministries
- ☞ Select Technical Working Group and administration, experts, project managers and secretariat officials required to achieve a specific direction 1, 2 and 3
- ☞ Promote the partnership with key technical and financial partners

### Financial resources

Without sufficient financial resources, Tonle Sap Authority will not be independent or able to carry out core functions effectively and efficiently. Tonle Sap Authority must be independent of work to promote the management, conservation and development of Tonle Sap region and related areas.

Moreover, there must be participation from the counterparts of the ministries and institutions that are the members of the Tonle Sap Authority as a key source to mobilize financial resources and the imperative need to set up additional funds called Structural Intervention to execute the other priority actions as stated above. The structural intervention means that the gathering of funds for technical studies and core operations.

### Technical study

Technically, the expertise of the Tonle Sap Authority can not only achieve success by showing key elements to partners. It is the creation of the trust, which makes the Tonle Sap Authority be recognized like River Basin Organization and it is also increases the confidence of Tonle Sap Authority who can serve as policy institution among ministries and institutions as a member of the Tonle Sap region, supporting the efforts in the process of national development. ***Necessary actions proposed as priorities for 5 years include: determining the scope of Tonle Sap region (Article 2), technical report/comment about the State of Tonle Sap, strategic plan of Tonle Sap development and communication (coordination) plan complementing each other.***

The center of information sources and data of Tonle Sap region will ensure the monitoring and evaluation of accuracy for current and future public policies on the Tonle Sap region. This will help set up a management system to collect and process data in the Tonle Sap region. In the long term, the other types can provide support to the decision making and lead to the effective and

sustainable conservation, management and development of Tonle Sap region and the sharing of benefits for the success of the Tonle Sap Authority.

Tonle Sap Development Strategic Plan is a document showing the strategic roadmap and comprehensive meaning related to all sectors and activities by sectors related to the protection and management of natural resources, environment and socio-economic development, and should be a plan for 10 years, which determine the clear target of progress, and then there are strategies, methods and programs that can achieve the target. This development strategic plan requires a high-level coordination mechanism, which is very useful. Tonle Sap Authority hence need to strengthen the coordination mechanisms in collaboration with the relevant ministries and institutions to develop strategic planning framework of Tonle Sap region. Building strategies and basin-level plan requires cooperation with the relevant ministries and institutions. Tonle Sap Authority also establish strategies, policies and detailed instructions for the management,

conservation and development of natural resources, the environment and equitable socio-economic development of Tonle Sap basin region.

The Development Strategic Plan for the Tonle Sap Lake region should:

- ☞ Be a well-defined plan to measure the progress and desired direction
- ☞ Be a plan to coordinate all sectors and related strategies
- ☞ Be a plan that provides solutions smoothly between sectoral strategies

#### **The establishment of the key inter-ministerial technical team for Tonle Sap Authority**

New Article 3 of the Royal Decree on the establishment of **Tonle Sap Authority** states a decision adopted by the Royal Government of Cambodia to appoint the actual composition of the Tonle Sap Authority and all those composed of 23 relevant ministries and provinces around the Tonle Sap region of 8 provinces. It is an important factor in determining the precise framework for the establishment of the key inter-ministerial technical team for helping accelerate its strategic plan of Tonle Sap Authority to ensure regional mutual working relationship with the General Secretariat of the Tonle Sap Authority. The financial resource package also reflects the above work and will serve as a basis for the establishment of a core team and improve operations.

In relation to the creation of the key inter-ministerial technical team for Tonle Sap Authority, it also may be not necessary work in the first stage to increase the number of members. However, the key inter-ministerial technical team is priority for the effectiveness of the implementation of the strategic directions and strengthening the trust for the Tonle Sap Authority.

#### **The recruitment of officials for the Tonle Sap Authority**

The recruitment of officials as shown in Section 5.2.5 will be carried out according to the requirements and unnessariness based on the existing structure. The following factors should be the basis of recruiting officials for work:

- ☞ Officials should have the ability to independently carry out work for the Secretariat and to avoid the mystery and irresponsibility for the work of the Tonle Sap Authority
- ☞ Officials should work under the expert department and be chosen in consultation with the head of department

Stemming from the above factors, the General Secretariat of the Tonle Sap Authority will be chosen as follows:

- ☞ Research officer
- ☞ Communication (coordination) officer
- ☞ Financial Officer
- ☞ Planning Department officials, including the directors skilled at natural resources, environment, socio-economy, biodiversity, water resources....
- ☞ Technical officials and other secretaries

### **Promoting partnership of technical and financial expertise**

Without partners' long-term technical and financial support, the Tonle Sap Authority also can not progress fast and can not be recognized as well. The priority work is the task of the General Secretariat of the Tonle Sap Authority to collect and mobilize financial resources for intervention in the future. The creation of strong technical skills as mentioned above will help create more time for strategic missions. Secretary General and Deputy Secretary-General will be responsible for the policy associating the organizations of the Tonle Sap Authority with external partner institutions and guarantee the operations for the mission and mandate of the Tonle Sap Authority. This mission will strengthen the policy and the creation of a strategic decision for the leaders and the Royal Government of Cambodia.

A clear explanation given above states the ministries and stakeholders are considered as the backbone of the Tonle Sap Authority's success in implementing policies and strategies. All ministries

and institutions, including the relevant ministries, institutions and provinces who are the members working together on the management, conservation and development of Tonle Sap region. This also includes development partners, donors, research institutes, NGOs and so on which support all projects and programs within the framework of harmonization.

It is required to establish a partnership and networking with stakeholders in the region, which is a common benefit to realize the mutual interests for organizing and sharing knowledge and experience and dissemination of information, management, conservation and development of natural resources, environment and ecosystem for consumers. To strengthen the relation in partnership, the Tonle Sap Authority shall be involved in providing a forum for consultation and exchange of experiences among regional and international river basin organizations such as Mekong River Commission/National Mekong Committee (MRC/NMC), Murray Darling Basin Authority (Australia), Laguna Lake Development Authority (Philippines), Red River Basin Organization (Viet Nam). etc.

Through the key inter-ministerial technical team, the Tonle Sap Authority will try to pay attention to promoting the strategic partnership with development partners such as non-government organizations and civil society with focus on the practice and consumers. This approach is to boost the promotion of the implementation of knowledge and prevent any impacts on consumers. In order to maintain continuity in the partnership, the relationship is to be established with the agreements including the signing of memorandum of understanding of the agreement stating the assignment of the roles and responsibilities of each partner.

The framework of cooperation council of both technical and financial partnership is created by the Tonle Sap Authority. This should be set up to attract more partners to support the activities of the Tonle Sap Authority. Tonle Sap Authority's main role is to support the relevant ministries, institutions and provinces to create a better environment for private sector participation at the national and regional level in the management, conservation and development of natural resources, the environment and biodiversity of Tonle Sap region and related areas.

### 6.2.2. Tonle Sap Authority Partnership Arrangements

Tonle Sap Authority's partnership and work network programs will cover the key elements, including:

- ☞ Establishing the needs for partnership and agreement depends on the general form of each target
- ☞ Setting out and association with the group/individuals of key stakeholders
- ☞ Approval of the expected results for the activity in partnership
- ☞ Providing accuracy in the platform of the involvement of partners
- ☞ Getting a direct contact and supporting partners' leadership
- ☞ Adhering to the correct ideas about the problems and solutions
- ☞ The establishment of equitable cooperation for all partners
- ☞ Defining the roles and responsibilities of partners (finance, outputs and inputs)
- ☞ Specifying targets, and the provision of resources
- ☞ Encouraging maximum participation in the planning and implementation
- ☞ Evaluation of the general project
- ☞ Dissemination of research results to the targets of beneficiaries.

#### **Promote the strategic partnership: Proposed actions and expected results**

The closest attention to the management, conservation and development of Government's Tonle Sap region is paid. Although experience has shown that technical skills and financial management of relevant ministries, institutions and provinces are limited to support to optimize

the management, conservation and development of Tonle Sap region in multiple sectors, it is noted that all the activities are constantly carried out in partnership with the external supporting agencies. Therefore, Tonle Sap Authority will strengthen the partnership with national, regional and international levels as well as with external agencies to achieve the success of all said activities:

- ☞ Promote the strategies in partnership with development partners such as donors, NGOs, civil society, technical research institutes and so on along with the core implementation and significant outreach to the consumers through the main working team for the relevant ministries, institutions and provinces
- ☞ Prepare the forms of partnership with the approval of the agreement, such as the signing of the Memorandum of Understanding
- ☞ Identify and establish the partnership with potential external agencies
- ☞ Identify and establish relationship in the region and work network

The main expected results include:

- ☞ Strategic partnership established with the relevant agencies, particularly with the relevant ministries, institutions and provinces
- ☞ Potential external development and aid agencies identified and create partnerships
- ☞ Relevant regional framework and network identified and associated
- ☞ The agreement is in the form of a memorandum of understanding between the Tonle Sap Authority with the partners to be established

### 6.2.3. Key Ministries and Institutions Involved with the Tonle Sap Authority

Table 3 presents the ministries and institutions which are pointed out by roles and responsibilities linked closely with the Tonle Sap Authority in Tonle Sap Region below:

- ☞ Development and planning
- ☞ Audit and monitor (all projects)
- ☞ Natural resources and the environment

Table 3 key Ministries and Institutions Involved with the Tonle Sap Authority

No.	Ministries, institutions and partners	Responsibilities	Associated with/useful for Tonle Sap Authority
<b>Planning and Development Agencies</b>			
1	Council Development of Cambodia	Core institutions and one-window service center of the Royal Government of Cambodia to communicate with donor countries and agencies, NGOs	Provides a database of projects involving the Tonle Sap region  Help mobilize financial and technical assistance to support the Tonle Sap Authority
2	Ministry of Planning	Cooperation to prepare strategies and policies, priorities of public and private investments	Support Tonle Sap Authority to monitor & evaluate the project which has been implemented in the Tonle Sap region.  Support the strategic priorities of the Tonle Sap Authority in national developing strategic plans and investment projects.  Support the capacity building of Tonle Sap Authority officers to strengthen the planning and project monitoring and evaluation skills
3	Ministry of Interior, National Committee for Sub-National Democratic Development (NCDD)	Promoting democratic development through decentralization and deconcentration reform in Cambodia.	Support the activities of Tonle Sap Authority in the transfer of knowledge and power in the management, conservation and development of the Tonle Sap region.
4	Supreme National Economic Council	Advisor body to the head of Government	Support the activities of Tonle Sap Authority in the preparation of policy in the management, conservation and development of the Tonle Sap region.
5	Ministry of Industry and Handicraft	Management of industry and handicraft sector	Support the Tonle Sap Authority to provide information and data for preparing and advancing the planning of industrial development, small and medium-sized handicraft in the Tonle Sap region
6	Ministry of Women Affairs	Coordination and collaboration with national and international NGOs, government ministries and institutions to improve the status of women	Support Tonle Sap Authority in promoting gender equality and development for women
7	Ministry of Education, Youth and Sports	Promoting education, youth and sports in term of both quality and quantity in the direction of national and international socio-economic development	Support the work activities of the Tonle Sap Authority to promote knowledge and understanding and other vocations of people in the Tonle Sap region
<b>Monitoring &amp; Audit Agency</b>			

1	Ministry of Economic and Finance	Control and monitor the ministry's budget expenses and monitor the national budget	Provide the budget package for supporting the strategic plan of Tonle Sap Authority's annual budget and mobilize financial and technical assistance and budget for supporting Tonle Sap Authority's activities, programs/priority projects
2	National Audit Authority	Independent institutions auditing the financial aspects of national and sub-national ministries, institutions and agencies on the process of effectiveness and efficiency of programs and projects	Provide mutual reports in cooperation on the monitoring of the effectiveness and efficiency of the project in the Tonle Sap region
<b>Agencies of Natural Resources and Environment</b>			
1	Ministry of Water Resources and Meteorology	Effective management of water resources and sustainable socio-economic development and welfare of people across the country	Cooperation in getting the relevant information and data and supporting the identification of the scope of Tonle Sap region.  Support and promote the Tonle Sap Basin development plan Support the capacity building to increase the awareness of integrated water resources management and river basin management
2	Ministry of Agriculture, forestry and fishery	Involving the main 3 sectors (Agriculture, Forestry and Fisheries) relating to the natural resources and development	Cooperation in obtaining the information and data around natural resources and development around the Tonle Sap region  Support capacity building
3	Ministry of Environment	Efficient and sustainable management and protection of natural resources and environment by increasing the awareness and environmental education programs	Cooperation in obtaining information around data management and protection of natural resources and the environment Sap Support capacity building
4	Ministry of Tourism	Prepare tourism policies and development plans in Cambodia	Cooperation in obtaining information and data to strengthen the tourism sector in key areas around the Tonle Sap region.
5	Ministry of Rural Development	Provide basic services in rural areas, including water supply and sanitation	Cooperation in obtaining information and data around the provision of basic services, including water supply and sanitation in the Tonle Sap region  Support capacity building

6	Ministry of Mines and Energy	Management of mineral resources and energy sector	Provide cooperation to Tonle Sap Authority to obtain information and the data related to mineral resources and the potential of energy production in key regions around the Tonle Sap Lake
7	Ministry of Land Management Urban Planning and Construction	The management of land management, urbanization, construction, cadastre, and geography	Cooperation in obtaining information and data related to land management, urbanization, construction, cadastre and geography and support the determination of the scope of Tonle Sap region
8	Tonle Sap Biosphere Reserve Secretariat	Environmental protection and benefits to provide food for the lake and surrounding areas	Continue to support the policies and directions of the Tonle Sap Biosphere Reserve to protect the ecosystem, especially productivity of fisheries and biodiversity through the natural habitat
9	Fisheries Administration	Sustainable management, conservation and development of fishery resources to contribute to food security and socio-economic development in the promotion of sustainable livelihood and prosperity of people	Cooperation in obtaining information and data about the sustainable management, conservation and development of fishery resources in the Tonle Sap region  Continue to support the implementation of strategic plans, policies and Tonle Sap programs  Support capacity building
10	Cambodian National Mekong Committee	Core institutions associating with the MRC and the government playing a role of inter-sector coordination and inter-agency cooperation on the issues of water resources at national and regional level	Cooperation in obtaining information and data related to water resources, climate change at national and regional level  Support and promote the Tonle Sap Basin development plan  Support capacity building to increase the awareness of integrated water resources management and river basin management
11	The Council for Agricultural and Rural Development and Restoration	Coordinate the development of policies related to agriculture and rural development at the ministry level	Cooperation in obtaining information and data about the development of policies related to agriculture and rural development in the Tonle Sap region  Support capacity building
12	National Committee of Disaster Management)	Disaster Management Coordination	Cooperation in obtaining information and data related to the vulnerability of the people around the Tonle Sap region caused by other disasters

## **7.The Budget for the Strategic Plan**

The budget estimates for the implementation of the Strategic Plan for 5 years is summarized in Table 4 below: The budget estimates total 27,025,000,000 riels (about US\$ 6,756,250) in which the budget can earn a total of \$ 12,000,000,000 riels (about US \$ 3,000,000) or 44% from the state budget source. The remaining budget totaled 15,025,000,000 riels (about US\$ 3,756,250) is 56% and there will be the need to seek additional support from development partners, donors and other stakeholders.

Tonle Sap Authority will organize a detailed table of estimated annual budget requirements according to the basic work activities. The work activities will be defined in the action plans of the General Secretariat of the Tonle Sap Authority by matching the strategic directions (as in table 2) of the strategic plan which will be funded through the Ministry of Economy and Finance and the mobilization of both technical assistance and funding from development partners, donors and the key national and international NGOs.

**Table 4 Summarizes the Estimated Budget**

Activities/projects	Budget Estimates (in million Riel)						
	2016	2017	2018	2019	2020	Total	Percent
1.Strengthening policies, institutions, and regulations	1,125	1,125	1,110	1,250	1,320	5,930	23%
2.Strengthening basic understanding about Tonle Sap management	1,360	1,345	1,305	1,305	1,305	6,620	24%
3. Coordination, planning and management	470	470	660	790	880	3,270	12%
4. Communication and capacity building of stakeholders	395	365	335	250	250	1,595	6%
5. Effective and sustainable Operation of Tonle Sap Authority	2,022	1,837	1,872	1,882	1,997	9,610	35%
<b>Total</b>	<b>5,372</b>	<b>5,142</b>	<b>5,282</b>	<b>5,477</b>	<b>5,752</b>	<b>27,025</b>	<b>100%</b>
Available budget (Government budget)	<b>4,000</b>	<b>4,000</b>	<b>4,000</b>	<b>0</b>	<b>0</b>	<b>12,000</b>	<b>44%</b>
Mobilized additional fund	<b>1,372</b>	<b>1,142</b>	<b>1,282</b>	<b>5,477</b>	<b>5,752</b>	<b>15,025</b>	<b>56%</b>

## 8. Monitoring & Evaluation of Strategic Plan

Tonle Sap Authority will be responsible for organizing and proposing the adoption of the report, which is the form of one part of the monitoring process:

Monitoring the progress of the implementation will be held responsible by the Tonle Sap Authority based on the annual action plan and expected results with the support of the **Main National Working Team**. Tonle Sap Authority will offer information to the technical commission about the failure (the delay) or the difficulties faced when such practices are able to support or be able to have the means to be adopted on time.

Monitoring the progress of the implementation will be determined by the Tonle Sap Authority by providing a report on a mid-year (first half) basis to apply for approval to the Commission experts and key partners.

Annual monitoring will be implemented through the preparation of an annual report by the Tonle Sap Authority.

The final report: During the last 3 months of the implementation of the Strategic Plan, the Tonle Sap Authority will prepare a report of completed strategic plan. The substantive report will summarize activities, achievement and the output of strategic plan, experiences, directions or unachievability based on the directions, structures, the implemented work system and so on. It's going to be a description detailing the action plan during the work program and will also be required to have recommendations for the next steps that may be required to pay attention to every activity of the Tonle Sap Authority.

Technical Report: A technical report must be a detailed technical document covering the key analytical point or important technical features in the overall strategic planning. Technical report will be organized by the Tonle Sap Authority and external advisors as it has precise contents analyzed by identifying research areas within the framework of the Strategic Plan. The technical report will highlight the key content appropriate, provide the specifics of strategic plan to determine each region and will be taken into use to disseminate the information to stakeholders.

Tonle Sap Authority print media: Print media will be organized as a key theoretical form and release the results and the realization of the strategic plan. The print media may be a technical document and have specific information on the activities and the realization of the strategic plan in the form of newspaper content and publicization to all the media. The print media is based on the technical report, depending on the relevant reports and important content that is scientific and so on, or may be a brief or intertwining of the technical report. Tonle Sap Authority will determine it clearly if any correct report is officially publicized, and also will be in consultation with the government and other stakeholders working group which plan to produce the print media in the form of reconciliation and accreditation.

The Strategic Plan will be subject to external independent evaluation at least 2 of the following:

- ☞ Mid-term evaluation: Mid-term independent evaluation will be determined by the end of the 3<sup>rd</sup> year of implementation. Mid-term evaluation will determine the progress of the implementation towards achieving outcome and will determine the process of modification if necessary. It will focus on the effectiveness, efficiency and time of implementation of the Strategic Plan and to determine the problems required for right decisions and actions and will show the initiation of the experience of designing, implementing and managing strategic planning. The findings from the review will include the recommendations for strengthening the ongoing implementation at the end of the mid-term process of the Strategic Plan.

- ☞ Final Assessment: an independent final evaluation will be carried out within 3 months before completing the implementation of the Strategic Plan. The final assessment will also take into consideration the impact and sustainable results include the realization of the missions of the Tonle Sap Authority. The final evaluation will provide extra recommendations for follow-up of implementation actions.

**Appendix 1: Royal Decree No. NS/RKT/0609/705 on the establishment of Tonle Sap Authority**



Unofficial

**ROYAL DECREE**

NS/RKT/0609/705

**ON**

**THE ESTABLISHMENT OF TONLE SAP AUTHORITY**

**We**

**Preah Karuna Preah Bat Samdach Preah Baromneath Norodom Sihamoni  
Saman Phum, Cheatsasna, Khemarakroth Reastr, Puthi Thorem  
Preah Mohaksat, King of Kingdom of Cambodia**

- Have seen the Constitution of the Kingdom of Cambodia;
- Have seen Royal Decree No. NS/RKT/0908/1055 dated 25 September 2008 on the Appointment of the Royal Government of Cambodia;
- Have seen Royal Kram No. 02/NS/94 dated 20 July 1994 promulgated by the Law on the Organization and Functioning of the Council of Ministers;
- Have seen Royal Kram No. NS/RKM/1296/36 dated 24 December 1996 promulgated by the Law on the Protection of Environment and Management of Natural Resources;
- Have seen Royal Kram No. NS/RKM/0301/05 dated 19 March 2001 promulgated by the Law on Commune/District Administrative Management;
- Have seen Royal Kram No. NS/RKM/0701/09 dated 13 July 2001 promulgated by the Law on the Management and Exploitation of Mineral Resources;
- Have seen Royal Kram No. NS/RKM/0801/14 dated 30 August 2001 promulgated by the Land Law;
- Have seen Royal Kram No. NS/RKM/0802/016 dated 31 August 2002 promulgated by the Law on Forestry;
- Have seen Royal Kram No. NS/RKM/0506/011 dated 21 May 2006 promulgated by the Law on Fisheries;
- Have seen Royal Kram No. NS/RKM/0607/016 dated 29 June 2007 promulgated by the Law on the Management of Water Resources in the Kingdom of Cambodia;
- Have seen Royal Kram No. NS/RKM/0208/007 dated 15 February 2008 promulgated by the Law on Natural Protected Areas;
- Have seen Royal Kram No. NS/RKM/0508/017 dated 24 May 2008 promulgated by the Law on Capital, Provinces, Municipalities/Districts/Khans Administrative Management;
- Have seen Royal Decree No. NS/RKT/0401/070 dated 10 April 2001 on the Establishment and Management of Tonle Sap Biosphere Reserve;
- Have seen the statements of Samdech Akka Moha Sena Padei Techo Hun Sen, Prime Minister of the Kingdom of Cambodia.

**Hereby Decide****Chapter 1****General Provisions****Unofficial****Article 1:**

An authority was established to coordinate the management, conservation and development of Tonle Sap region is named **Tonle Sap Authority** abbreviated as **TSA** under the supervisory control of the Royal Government of Cambodia.

**Article 2:**

The scope of Tonle Sap region is defined by the Sub-Decree.

**Chapter 2****Composition****Article 3:**

**TSA** is composed of the following membership:

- Deputy Prime Minister or Senior Minister or Minister	Chairman
- Some High Ranking Figures	Deputy Chairman
- Secretary of State of the Council of Ministers Member	01
- Minister or Secretary of State at the Ministry of Interior Member	01
- Minister or Secretary of State at the Ministry of Rural Development Member	01
- Minister or Secretary of State at the Ministry of Environment Member	01
- Minister or Secretary of State at the Ministry of Economy and Finance Member	01
- Minister or Secretary of State at the Ministry of Land Management, Urbanization & Construction Member	01
- Minister or Secretary of State at the Ministry of Planning Member	01
- Minister or Secretary of State at the Ministry of Water Resources and Meteorology Member	01
- Minister or Secretary of State at the Ministry of Tourism Member	01
- Minister or Secretary of State at the Ministry of Agriculture, Forestry	

and Fisheries	01	
Member		
- Minister or Secretary of State at the Ministry of Public Work and Transport	01	
Member		
- Minister or Secretary of State at the Ministry of Industry, Mines and Energy	01	
Member		
- Minister or Secretary of State at the Ministry of Education, Youth and Sport	01	
Member		
- Minister or Secretary of State at the Ministry of Health	01	
Member		
- Minister or Secretary of State at the Ministry of Women's Affairs	01	
Member		
- Minister or Secretary of State at the Ministry of Labor and Vocational Training	01	Member
- Deputy Chairman or Secretary General of the National Committee for Disaster Management	01	
Member		
- Chairman or Vice Chairman of the Cambodian National Committee of Mekong River	01	
Member		
- Chairman of Economic, Social and Cultural Council		Member
- Secretary General of the Council for Agricultural and Rural Development and Restoration		Member
- Secretary General of National Authority for Land Dispute Resolution		Member
- Chairman of Cambodian National Petroleum Authority		Member
- General Manager of Apsara Authority		Member
- Kampong Chhnang Provincial Governor		Member
- Pursat Provincial Governor		Member
- Battambang Provincial Governor		Member
- Banteay Meanchey Provincial Governor		Member
- Siem Reap Provincial Governor		Member
- Kampong Thom Provincial Governor		Member
- Kampong Cham Provincial Governor		Member
- Kandal Provincial Governor		Member
Member		

The actual membership of Tonle Sap Authority shall be determined by the decision of the Royal Government of Cambodia.

### Chapter 3

#### Organization and Functioning of Tonle Sap Authority

#### Chapter 4:

The **TSA** have the following roles and responsibilities for Coordination the management, conservation and development of Tonle Sap region:

- Serve as staff directly for the Royal Government of Cambodia to work on projects by conducting research, examining and providing recommendations for the government;
- Cooperate with relevant ministries, institutions, local authorities and development partners to develop policies, strategic plans, programs and other projects;
- Coordinate the ongoing and planned activities of the ministries, institutions, local authorities, national and international organizations, NGOs, and civil society available in the Tonle Sap region to work smoothly and efficiently;
- Monitor, examine and evaluate the implementation of projects to encourage the relevant operators to implement the strategies and plans of the government;
- Represent the government to conduct work activities such as meetings, negotiations and settle the problems which might take place;
- Sign the agreements, protocols, and contracts after approved by the government;
- Act as a counterpart with all the development partners to jointly consider identifying the activities to be implemented;
- Collect, analyze and update the information and data to disseminate and share to the stakeholders;
- Provide education and training for stakeholders and promote the awareness of stakeholders;
- Report to the government about key work activities;
- Implement the other tasks assigned by the government.

#### Article 5:

The **TSA** has one executive committee for leading the daily work by providing the instructions and directions for the Minister in charge of the Office of the Council of Ministers with the following composition:

- |   |               |
|---|---------------|
| - TSA President                                 | Chairman      |
| - TSA Vice President & Permanent Vice President | Vice Chairman |
| - Secretary General of TSA Secretariat          | Member        |
| - Under Secretary General of TSA Secretariat    | Member        |

#### Article 6:

The **TSA** is led by one chairman who has the lowest rank equal to the minister who takes the joint responsibilities before the government accompanied by the vice chairman and some advisors as assistant.

#### Article 7:

The **TSA** have one general secretariat for processing the daily work and generally managing the work of Coordination, communication and cooperation with the ministries, institution, local authorities, national and international organizations, NGOs, and civil society for the sustainable management, conservation and development of Tonle Sap region.

The **TSA** general secretariat is led by one secretary general with the same rank to the Secretary of State accompanied by some undersecretaries-general as assistant.

The general secretariat shall carry out the work as instructed by the Chairman.

**Article 8:**

To perform its work highly effectively for the government, the **TSA** shall have the representatives for participating in monitoring and providing suggestions during the plenary meeting of the Council of Ministers and other inter-ministerial meetings relating to the Tonle Sap work organized by the Office of the Council of Ministers or ministries and institutions.

The **TSA** have a right to invite the high-ranking officials of the relevant ministries, institutions, local authorities or experienced and qualified figures to participate in providing suggestions during its meeting.

The **TSA** shall hold a general meeting once within three (3) months. If necessary, the chairman of **Tonle Sap Authority** or **TSA** Executive Committee may hold a general meeting. In case the president is absent, the vice president has the full right to lead the meeting as instructed by the chairman.

The Executive Committee of **TSA** shall hold a general meeting once within 1 (one) months.

**Article 9:**

The appointment of government officers, preparation of salaries and benefits of government officers working for the **TSA** General Secretariat shall be the responsibilities of the Office of the Council of Ministers.

**Article 10:**

The **TSA** have a right to use a separate seal and the headquarters designated by the Office of the Council of Ministers.

**Article 11:**

The organization and functioning of the General Secretariat of **TSA** shall be defined by the Sub-Decree.

## Chapter 4

### Funding Sources

#### Article 12:

The funding sources of **TSA** for fulfilling its tasks stem from:

- The state budget is the separate budget package within the annual budget of the Office of the Council of Ministers.
- The gifts and contributions from development partners, international communities, NGOs and generous people.
- Unconditional assistance or loans provided upon the approval of the government.

The **TSA** have a right to receive and manage the fund, technical assistance and other equipment for overseas or local sources to meet the demands to perform its functions and roles effectively.

**Unofficial**

## Chapter 5

### Final Provisions

#### Article 13:

The Royal Decree shall substitute the Royal Decree No. NS/RKT/0907/412 dated 08 September 2007 on the Establishment of Tonle Sap Basin Authority which is annulled.

#### Article 14:

Samdech Akka Moha Sena Padei Techo Hun Sen, Prime Minister of the Kingdom of Cambodia shall implement this Royal Decree from the signing date onwards.

Done in the Royal Palace, Phnom Penh, 29 June 2009

### Signature and Seal

(Ref.) 0906.714

**Norodom Sihamoni**

Have received the order of the king

Please affix the signature

**Prime Minister**

**Signature**

**Samdech Akka Moha Sena Padei Techo Hun Sen**

No. 640 (Ref.)

**To be copied and distributed**

Phnom Penh, 30 June 2009

**Undersecretary General of Government**

*[Signed and Sealed]*

**Khun Chin Ken**

**Appendix 2: Royal Decree No. NS/RKT/0310/258 on the Amendment of Article 3, 5, 6, 9, 10 & 12 of the Royal Decree No. NS/RKT/0609/705 on the Establishment of Tonle Sap Authority**



Unofficial

**ROYAL DECREE**

NS/RKT/0310/258

**ON**

**THE AMENDMENT OF ARTICLE 3, 5, 6, 9, 10 & 12 OF THE ROYAL DECREE  
NO. NS/RKT/0609/705, DATED 29 JUNE 2009 ON THE ESTABLISHMENT OF  
TONLE SAP AUTHORITY**

**WE**

**Preah Karuna Preah Bat Samdach Preah Baromneath Norodom Sihamoni  
Saman Phum, Cheatsasna, Khemarakroth Reastr, Puthi Thorem  
Preah Mohaksat, King of Kingdom of Cambodia**

- Have seen the Constitution of the Kingdom of Cambodia;
- Have seen Royal Decree No. NS/RKT/0908/1055 dated 25 September 2008 on the Appointment of the Royal Government of Cambodia;
- Have seen Royal Kram No.02/NS/94 dated 20 July 1994 promulgated by the Law on the Organization and Functioning of the Council of Ministers;
- Have seen Royal Kram No. NS/RKM/1296/36 dated 24 December 1996 promulgated by the Law on the Protection of Environment and Management of Natural Resources;
- Have seen Royal Kram No. NS/RKM/0301/05 dated 19 March 2001 promulgated by the Law on Commune/Sangkat Administrative Management;
- Have seen Royal Kram No. NS/RKM/0701/09 dated 13 July 2001 promulgated by the Law on the Management and Exploitation of Mineral Resources;
- Have seen Royal Kram No. NS/RKM/0801/14 dated 30 August 2001 promulgated by the Land Law;
- Have seen Royal Kram No. NS/RKM/0802/016 dated 31 August 2002 promulgated by the Law on Forestry;
- Have seen Royal Kram No. NS/RKM/0506/011 dated 21 May 2006 promulgated by the Law on Fisheries;
- Have seen Royal Kram No. NS/RKM/0607/016 dated 29 June 2007 promulgated by the Law on the Management of Water Resources in the Kingdom of Cambodia;
- Have seen Royal Kram No. NS/RKM/0208/007 dated 15 February 2008 promulgated by the Law on Natural Protected Areas;
- Have seen Royal Kram No. NS/RKM/0508/017 dated 24 May 2008 promulgated by the Law on Capital, Provinces, Municipalities/Districts/Khans Administrative Management;
- Have seen Royal Decree No. NS/RKT/0401/070 dated 10 April 2001 on the Establishment and Management of Tonle Sap Biosphere Reserve;
- Have seen the Royal Decree No. NS/RKT/0609/705 dated 29 June 2009 on the Establishment of Tonle Sap Authority;

- Have seen the statements of Samdech Akka Moha Sena Padei Techo Hun Sen, Prime Minister of the Kingdom of Cambodia.

### Hereby Decide

Unofficial

#### Article 1:

Articles 3, 5, 6, 9, 10 & 12 of the Royal Decree No. NS/RKT/0609/705 dated 29 June 2009 on the Establishment of Tonle Sap Authority shall be amended with the following content:

#### New Article 3:

TSA is composed of the following membership:

- |  |                              |
|--|------------------------------|
| - Deputy Prime Minister or Senior Minister or Minister   | Chairman                     |
| - Some high ranking figures  | Deputy Chairman              |
| - High ranking figure  | 01 Permanent Deputy Chairman |
| - Minister or Secretary of State at the Ministry of Interior                                     | 01 Member                    |
| - Minister or Secretary of State at the Ministry of Rural Development                            | 01 Member                    |
| - Minister or Secretary of State at the Ministry of Environment                                  | 01 Member                    |
| - Minister or Secretary of State at the Ministry of Economy and Finance                          | 01 Member                    |
| - Minister or Secretary of State at the Ministry of Land Management, Urbanization & Construction | 01 Member                    |
| - Minister or Secretary of State at the Ministry of Planning                                     | 01 Member                    |
| - Minister or Secretary of State at the Ministry of Water Resources and Meteorology              | 01 Member                    |
| - Minister or Secretary of State at the Ministry of Tourism                                      | 01 Member                    |
| - Minister or Secretary of State at the Ministry of Agriculture, Forestry and Fisheries          | 01 Member                    |
| - Minister or Secretary of State at the Ministry of Public Work and Transport                    | 01 Member                    |
| - Minister or Secretary of State at the Ministry of Industry, Mines and Energy                   | 01 Member                    |
| - Minister or Secretary of State at the Ministry of Education, Youth and Sport                   | 01 Member                    |
| - Minister or Secretary of State at the Ministry of Health                                       | 01 Member                    |
| - Minister or Secretary of State the Ministry of Women's Affairs                                 | 01 Member                    |
| - Minister or Secretary of State the Ministry of Labor and Vocational Training                   | 01 Member                    |
| - Secretary of State at the Office of the Council of Ministers                                   | 01 Member                    |
| - Deputy Chairman or Secretary General of the National Committee for Disaster Management         | 01 Member                    |
| - Chairman or Vice Chairman of the Cambodian National Mekong River Committee                     | 01 Member                    |
| - Representative of Economic, Social and Cultural Council  | Member                       |
| - Secretary General of the Council for Agricultural and Rural Development and Restoration        | Member                       |
| - Secretary General of National Authority for Land Dispute Resolution                            | Member                       |

- Chairman of Cambodian National Petroleum Authority	Member
- Director of Apsara Authority	Member
- Governor of Kampong Chhnang Provincial Governors Board	Member
- Governor of Pursat Provincial Governors Board	Member
- Governor of Battambang Provincial Governors Board	Member
- Governor of Banteay Meanchey Provincial Governors Board	Member
- Governor of Siem Reap Provincial Governors Board	Member
- Governor of Kampong Thom Provincial Governors Board	Member
- Governor of Kampong Cham Provincial Governors Board	Member
- Governor of Kandal Provincial Governors Board	Member

Unofficial

The actual membership of **TSA** shall be determined by the decision of the Royal Government of Cambodia.

**New Article 5:**

The **TSA** has one executive committee for leading the daily work with the following composition:

- TSA President	Chairman
- TSA Vice President and Permanent Vice President	Vice Chairman
- Secretary General of TSA Secretariat	Member
- Under Secretary General of TSA Secretariat	Member

**New Article 6:**

The **TSA** is led by one chairman who takes the joint responsibilities before the government accompanied by the vice president and permanent vice president and some advisors as assistant.

**New Article 9:**

The appointment of government officers, preparation of salaries and benefits of government officers working for the **TSA** General Secretariat shall be the responsibilities of the Ministry of Water Resources and Meteorology.

**New Article 10:**

The **Tonle Sap Authority** has a right to use its separate seal.

**New Article 12:**

The funding sources of **TSA** for fulfilling its tasks stem from:

- The state budget is the separate budget package within the annual budget of the Ministry of Water Resources and Meteorology.
- The gifts and contributions from development partners, international communities, NGOs and generous people.
- Unconditional assistance or loans provided upon the approval of the government.

The **TSA** has a right to receive and manage the fund, technical assistance and other equipment for overseas or local sources to meet the demands to perform its functions and roles effectively.

**Article 2:**

Any provisions contrary to this Royal Decree shall be annulled.

**Article 3:**

Samdech Akka Moha Sena Padei Techo Hun Sen, Prime Minister of the Kingdom of Cambodia shall implement this Royal Decree from the signing date onwards.

Done in Phnom Penh, 24 March 2010

**In the name of and by the order of**

**Acting Head of State**

**Signature and Seal**

**Samdech Akak Moha Thorm Pothisal Chea Sim**

(Ref.) 1003.261

Have received the order of the king

Please affix the signature

**Prime Minister**

**Signature**

**Samdech Akka Moha Sena Padei Techo Hun Sen**

No. 252 (Ref.)

**To be copied and distributed**

Phnom Penh, 24 March 2010

**Undersecretary General of Government**

*[Signed and Sealed]*

**Khun Chin Ken**

**Appendix 3: Sub-Decree No. 116 ANKR.BK on the Organization and Functioning of the General Secretariat of Tonle Sap Authority**



Unofficial

**KINGDOM OF CAMBODIA**

**Nation Religion King**



**Royal Government of Cambodia**

**No.:116 ANKR.BK**

**Sub-Decree**

**On**

**The Organization and Functioning of  
The General Secretariat of Tonle Sap Authority**



- Have seen the Constitution of the Kingdom of Cambodia;
- Have seen Royal Decree No. NS/RKT/0908/1055 dated 25 September 2008 on the Appointment of the Royal Government of Cambodia
- Have seen Royal Kram No.02/NS/94 dated 20 July 1994 promulgated by the Law on the Organization and Functioning of the Council of Ministers;
- Have seen Royal Decree No. NS/RKT/0609/705 dated 29 June 2009 on the Establishment of the Tonle Sap Authority;
- Pursuant to the request of the Chairman of Tonle Sap Authority.

**Hereby Decide**

**Chapter 1**

**General Provisions**

**Article 1:**

This Sub-Decree is aimed at determining the organization and functioning of the General Secretariat of Tone Sap Authority (TSA).

**Chapter 2**

**Roles and Responsibilities**

**Article 2:**

The General Secretariat of the Tonle Sap Authority (**TSA**) shall have the following roles and responsibilities:

- Responsible for the management and coordination of all daily activities of the TSA;
- Research and study on the potential of natural resources in the Tonle Sap and related Area;
- Research and study, examination, evaluation, follow up on subsequent exploitation and usage of natural resources in the Tonle Sap and related Area;
- Collect data, analysis of all information and certain activities in order to create long term strategic planning for the Royal Government to determine objectives for the development and conservation of the region;
- Organize policies, point of view and missions of the Tonle Sap Authority;
- Cooperate and collaborate with ministries, institutions and relevant authorities, national, international organizations, NGOs and civilian community on the activities related to the sustainable management, conservation and development of the Tonle Sap area;
- Liaise with ministries, institutions, relevant authorities and other developmental partners in order to formulate policy, strategic plan, conservation planning program and other development in the Tonle Sap Area;
- Prepare and collate data and information for educational and publicity purposes;
- Prepare monthly, trimester, semester and the annual report for submission to the Chairman of the TSA;
- Implement other duties that required by the Chairman of TSA.

**Chapter 3**

**Structure and Management**

**Article 3:**

The General Secretariat of Tonle Sap Authority (**TSA**) has the following organizing structure:

- 1- Department of Administration, Planning and Cooperation
- 2- Department of Natural Resources
- 3- Department of Exploitation Control and Conservation
- 4- Department of Legislation and Extension

Each department shall be led by one director and some deputy directors as assistants according to the necessity.

The organizing chart of the General Secretariat of Tonle Sap Authority is the appendix of this Sub-Decree.

**Article 4:**

The Department of Administration, Planning and Cooperation shall have roles and duties as follows:

- Responsible for general administrative services and coordinate administrative duties to all subordinate departments of the General Secretariat of **TSA**;
- Responsible for all cases, documents, legal documents, confidential documents, documentary archives, protocol, discipline and sanitation;
- Management of document and Government employee's statute, and preparation of salaries and other bonuses;
- Management of movable, immovable properties, inventory and key asset lists of **TSA**;
- Organizational and vocational human resource training;
- Formulate budget planning, materials and logistic strategies of **TSA**;
- Prepare policy strategies, programs and activity planning of short, medium and long term management, for the management, conservation and development of Tonle Sap Zone sustainably;
- follow up, evaluate the ongoing effectiveness of the implementation of the planned activities;
- Coordinate and cooperate with ministries, institutions and relevant authorities;
- Cooperate with development partners in order to mobilize assistance;
- Organize meetings, make the reports, prepare minutes of meeting and other legal documents;
- Implement other duties that are required by the General Secretary of **TSA**.

**Article 5:**

The Department of National Resources has the duties and obligations as follows:

- Research and developmental study on water resources potential and climate change, including other variables that can cause adverse effects relating to national resources in Tonle Sap region and other related areas.
- Research study on natural fisheries, flooded forest resources, mineral resource and other biodiversity resource existing in the Tonle Sap region and other related areas.
- Research study on water and soil potential in the Tonle Sap region and related areas
- Examine and provide opinion on the request of using of the natural resources existing in the Tonle Sap region and other related areas.
- Implementation all other duties that are required by the General Secretary of **TSA**.

**Article 6:**

The Department of Exploitation Control and Conservation have the following duties and obligations.

- Follow up, observe, evaluate, and provide advice for exploitation all natural resources such as water, soil, fish and mineral, and other biological forms existent in Tonle Sap region and related areas.
- Follow up, observe, evaluate, and provide opinions on the usage of natural resources existent in Tonle Sap region and related areas.
- Collect data, information and analysis in order to determine the conservation of water resources and the inundated forestry resources, fisheries resources, mineral resources and other biological forms existent in order to put into the information network system.

- Prepare survey map for the management, conservation and development of the Tonle Sap region.
- Implement other duties that are required by the General Secretary of TSA.

**Article 7:**

The Department of Legislation and Extension shall have duties and obligations as follows:

- Collection and comprehension of all related legal documents.
- Resolving any complaint and dispute arising in the Tonle Sap region and other related areas.
- Advice on law drafting and other related legal documents.
- Prepare protocol, memorandum, agreements and other legal documents.
- Publishing of all information, positive and negative with respect to the conservation and development effectively and sustainably.
- Cooperating with Ministries, Institutions and other Development Partners in order to coordinate seminars and trainings.
- Implementation of all other duties that are required by the General Secretary of TSA.

**Article 8:**

The General Secretariat of TSA has government officers from the framework of public functions. In case of necessity, the General Secretariat of TSA has experts or contracted staff to perform their duties.

The detailed allocation of the roles, duties and responsibilities of government officers and staff of the General Secretariat of TSA shall be determined by the decision of TSA Chairman.

**Article 9:**

The organization and function of the departments under the supervisory control of the General Secretariat of TSA shall be determined by the Prakas of TSA Chairman.

**Chapter 4  
Final Provisions**

**Article 10:**

Any provisions contrary to this Royal Decree shall be annulled.

**Article 11:**

The Minister in charge of the Office of the Council of Ministers, Minister of Economy and Finance, TSA Chairman, ministers, secretaries of state, and all the ministries and institutions concerned shall implement this Royal Decree according to their respective duties from the signing date onwards.

*Phnom Penh, 30 July 2009*

**Cc:**

- Ministry of Royal Palace
- General Secretariat of Senate
- General Secretariat of National Assembly
- General Secretariat of Government
- Prime Minister Hun Sen's Cabinet
- Deputy Prime Minister's Cabinet
- As article 11
- Document-Archives

**Prime Minister**

*[Signed and Sealed]*

**Samdech Akeak Moha Sena Padey Techo Hun Sen**

**Appendix 4: Prakas No. 025 ATS on the Organization and Functioning of the Offices under departments under the supervisory control of the General Secretariat of Tonle Sap Authority**



**Tonle Sap Authority**

No.: 025 TSA

**KINGDOM OF CAMBODIA**

**Nation Religion King**



**Unofficial**

Phnom Penh, 21 December 2009

**PRAKAS**

**On**

**The Organization and Functioning of the Offices Under the departments under the Supervisory Control of TSA General Secretariat**



**Chairman of Tonle Sap Authority**

- Have seen the Constitution of the Kingdom of Cambodia;
- Have seen Royal Decree No. NS/RKT/0908/1055 dated 25 September 2008 on the Appointment of the Royal Government of Cambodia;
- Have seen Royal Kram No.02/NS/94 dated 20 July 1994 promulgated by the Law on the Organization and Functioning of the Council of Ministers;
- Have seen Royal Decree No. NS/RKT/0609/705 dated 29 June 2009 on the Establishment of the Tonle Sap Authority;
- Have seen decision No.41 SSR dated 09 July 2009 of the Royal Government of Cambodia on the Appointment of TSA members;
- Have seen Sub-Decree No.116 ANKR.BK dated 30 July 2009 on the Organization and Functioning of TSA General Secretariat;
- Pursuant to the necessary tasks of Tonle Sap Authority.

**Hereby Decide**

**Article 1:**

The organization and functioning of the departments under the General Secretariat of Tonle Sap Authority shall be determined as follows:

- Department of Administration, Planning and Cooperation
- Department of Natural Resources
- Department of Exploitation Control and Conservation
- Department of Legislation and Extension

**Article 2:**

The Department of Administration, Planning and Cooperation has the following organizing structures:

- A- Administrative Office
- B- Accounting and Finance Office
- C- Planning and Cooperation Office
- D- Personnel and Training Office

Unofficial

Each office is led by one director and some deputy directors as assistants according to necessity.

**A- Administrative Office**

Administrative Office has the following roles:

- Provide general administrative services and coordinate administrative duties in the General Secretariat of TSA;
- Prepare the administrative letter, manage documents entry and deliver documents;
- Responsible for all cases, documents, legal documents and confidential documents;
- Coordinate and prepare all meetings of TSA;
- Manage the communication network of electricity, clean water, order, and hygiene in the General Secretariat of TSA;
- Prepare Work Aggregation Report of the Departments;
- Perform necessary duties instructed by the Directors of the Departments of the General Secretary of TSA;
- Report frequently to the directors of the Departments about work activities of the offices;
- Implement other duties that are required by the Department Directors or instructed by the General Secretary of TSA

**B- Accounting and Finance Office**

Accounting and Finance Office has the following roles:

- Formulate budget planning, materials and other means of TSA;
- Manage and prepare income and expense list;
- Management of movable, immovable properties, inventory and key asset lists;
- Prepare the procurement plan and provide office equipment and necessary equipment for working process in TSA;
- Prepare and process mission budget for officials and leaders of TSA;
- Responsible for all budget expenditure form to the Department Directors;
- Report frequently to the directors of the Departments about work activities of the offices
- Implement other duties that are required by the Department Directors or instructed by the General Secretary of TSA.

### **C- Planning and Cooperation Office**

Planning and Cooperation Office has the following roles:

- Study and compile documents on policies, strategies and relevant plans
- Collect and compile development projects which are ended and are being implemented as well as the finished contracting projects in Tonle Sap region and the related areas
- Prepare policies, strategies, programs, and action plans in short, medium and long term for sustainably managing, conserving, and developing Tonle Sap region and related areas
- Follow up, monitor and evaluate the process and efficiency of the Action Plan implementation, conservation and development of Tonle Sap region and its related areas
- Coordinate and expedite cooperation with related ministries, institutions and local authorities
- Cooperate with development partners in order to mobilize assistance for management, conservation and development of Tonle Sap region and related areas.
- Report frequently to the directors of the Departments about work activities of the offices
- Implement other duties that are required by the Department Directors or instructed by the General Secretary of TSA.

### **D- Personnel and Training Office**

Personnel and Training Office has the following roles:

- Manage documents on rank and salary for officials
- Prepare document on appointment and promotion of TSA officials
- Follow up, monitor and evaluate work actions and capacity of officials
- Prepare plans and training programs for human resource development in TSA
- Report frequently to the directors of the Departments about work activities of the offices
- Implement other duties that are required by the Department Directors or instructed by the General Secretary of TSA.

### **Article 3:**

The Department of Natural Resources has the following organizing structures:

- A- Water Resources Office
- B- Mineral Resources Office
- C- Biodiversity Office
- D- Diversity Agriculture Office

Each office is led by one director and some deputy directors as assistants according to necessity.

#### **A- Water Resources Office**

The Water Resource Office has the following roles:

- Research on water resource potential in Tonle Sap region and related areas
- Research on climate change including other factors that impact natural resources in Tonle Sap region and the related areas
- Study and identify the areas of conservation and development on water resource
- Follow up, monitor and evaluate the consumption on water resource in order to establish measures, norms and other recommendations
- Propose all the projects that are related to water resource management
- Report frequently to the directors of the Departments about work activities of the offices
- Implement other duties that are required by the Department Directors or instructed by the General Secretary of TSA.

#### **B- Mineral Resources Office**

The Mineral Resources Office has the following roles:

- Research on mineral resource potential in Tonle Sap region and the related areas
- Propose all projects that are related to mineral resource management
- Follow up, monitor and evaluate all mineral excavation activities in order to establish measures, norms and other recommendations
- Report frequently to the directors of the Departments about work activities of the offices
- Implement other duties that are required by the Department Directors or instructed by the General Secretary of TSA.

#### **C- Biodiversity Office**

The Biodiversity Office has the following roles:

- Research on fisheries, flooded forest resources, and other biodiversity resources in order to establish the plan on management, conservation and development with efficiency and sustainability
- Research on climate change that impacts biodiversity
- Follow up, monitor and evaluate the changes in fisheries and flooded forest resources that are impacted by natural and human factors in order to establish measures, norms and other recommendations
- Propose all the plans that are related to biodiversity management
- Report frequently to the directors of the Departments about work activities of the offices
- Implement other duties that are required by the Department Directors or instructed by the General Secretary of TSA.

#### **D- Diversity Agriculture Office**

The Diversity Agricultures Office has the following roles:

- Research on water-soil potential for agriculture sector
- Collect and compile information on soil utilization
- Identify agricultural development areas

- Follow up, monitor, and evaluate the consumption of water and soil in agriculture in order to establish measures, norms and other recommendations
- Propose all the plans that are related to diversity agricultures management
- Report frequently to the directors of the Departments about work activities of the offices
- Implement other duties that are required by the Department Directors or instructed by the General Secretary of TSA.

**Article 4:**

The Department of Exploitation Control and Conservation has the following organizing structures:

- A- Office for Controlling the Exploitation of Natural Resources
- B- Conservation Office
- C- Geographical and Mapping Information Office

Each office is led by one director and some deputy directors as assistants according to necessity.

**A- Office for Controlling the Exploitation of Natural Resources**

The Office for Controlling the Exploitation of Natural Resources has the following roles:

- Study, collect, and compile information relevant to business on all natural resources in Tonle Sap region and the related areas
- Follow up, monitor and evaluate the business on water, soil, fisheries, mineral, and other biodiversity resources in order to establish measures, norms and other recommendations
- Report frequently to the directors of the Departments about work activities of the offices
- Implement other duties that are required by the Department Directors or instructed by the General Secretary of TSA.

**B- Conservation Office**

The Conservation Office has the following roles:

- Regularly collect, prepare and compile data on information related to conservation and protection areas in Tonle Sap region and the related areas
- Identify the conservation areas for water, flooded forest, fisheries, mineral and other biodiversity resources
- Report frequently to the directors of the Departments about work activities of the offices
- Implement other duties that are required by the Department Directors or instructed by the General Secretary of TSA.

**C- Geographical and Mapping Information Office**

The Geographical and Mapping Information Office has the following roles:

- Regularly collect, prepare and compile data on information related geography in order to input it in the information technology system
- Prepare maps to coordinate the work of management, conservation and development on Tonle Sap region and the related areas
- Report frequently to the directors of the Departments about work activities of the offices
- Implement other duties that are required by the Department Directors or instructed by the General Secretary of TSA.

**Article 5:**

The Department of Legislation and Extension has the following organizing structures:

- A- Legislation Office
- B- Mediation Office
- C- Information Dissemination Office

Each office is led by one director and some deputy directors as assistants according to necessity.

**A- Legislation Office**

The Legislation Office has the following roles:

- Collect documentations and related legal document
- Study and formulate the main legal documentations on daily working of TSA
- Participate in providing feedback on the draft legal laws and relevant legal documents
- Arrange administrative MOU agreements and legal documents
- Report frequently to the directors of the Departments about work activities of the offices
- Implement other duties that are required by the Department Directors or instructed by the General Secretary of TSA.

**B- Mediation Office**

The Mediation Office has the following roles:

- Collect and compile development projects that were completed or still in implementation, and completed binding contracts in Tonle Sap region and related areas;
- Accept legal complaints and mediate in conflicts arising in Tonle Sap region and related areas;
- Report frequently to the directors of the Departments about work activities of the offices;
- Implement other duties that are required by the Department Directors or instructed by the General Secretary of TSA.

**C- Information Dissemination Office**

The Information Dissemination Office has the following roles:

- Collect, compile, and prepare information and data relating to the management, conservation, and development the Tonle Sap region and related areas;
- Release information aimed at managing, conserving, and developing Tonle Sap region and related areas to ensure high proficiency and sustainability ;
- Cooperate with other ministries, institutions, relevant local authority, and development partners in organizing seminars and development trainings on the management, conservation, and development of the Tonle Sap region and related areas;
- Report frequently to the directors of the Departments about work activities of the offices
- Implement other duties that are required by the Department Directors or instructed by the General Secretary of TSA.

**Article 6:**

All the offices under the departments of the General Secretariat of the Tonle Sap Authority shall implement their roles and duties as assigned according to the hierarchy and the Public Administration Principle.

**Article 7:**

The deputy directors, secretaries general, undersecretaries general, leaders of the departments and offices of Tonle Sap Authority shall carry out this Prakas effectively from the signing date onwards.

**Tonle Sap Authority Chairman**

*[Signed and Sealed]*

**LIM KEAN HOR**

**Cc:**

- Office of the Council of Ministers
- Prime Minister's Cabinet
- Ministry of Economy and Finance
- All ministries, institutions as TSA members
- All municipal and provincial halls in Tonle Sap region  
"For information"
- As Article 7 "For implementation"
- Document - Archives

**Appendix 5: Sub-Decree No. 197 ANKR.BK on the demarcation of flooded forest areas of 647,406 hectares in 6 provinces around the Tonle Sap Lake**



**Unofficial**

**KINGDOM OF CAMBODIA**

**Nation Religion King**



**Royal Government of Cambodia**

No.:197 ANKR.BK

<b>Tonle Sap Authority</b>	
In	Date: 02 September 2011 Time: 04: 30 minute No.: 133.....TSA/...

**ROYAL DECREE**

**ON**

**The demarcation of flooded forest areas of 647,406 hectares in 6 provinces around the Tonle Sap Lake  
(Kampong Chhnang, Pursat, Battambang, Banteay Meanchey, Siem Reap, and Kampong Thom provinces)**

**ROYAL GOVERNMENT OF CAMBODIA**

- Have seen the Constitution of the Kingdom of Cambodia;
- Have seen Royal Decree No. NS/RKT/0908/1055 dated 25 September 2008 on the Appointment of the Royal Government of Cambodia;
- Have seen Royal Kram No.02/NS/94 dated 20 July 1994 promulgated by the Law on the Organization and Functioning of the Council of Ministers;
- Have seen Royal Kram No. NS/RKM/1296 /36 dated 24 December 1996 promulgated by the Law on the Protection of Environment and Management of Natural Resources;
- Have seen Royal Kram No. NS/RKM/0301/05 dated 19 March 2001 promulgated by the Law on Commune/District Administrative Management;
- Have seen Royal Kram No. NS/RKM/0801/14 dated 30 August 2001 promulgated by the Land Law;
- Have seen Royal Kram No. NS/RKM/0506/011 dated 21 May 2006 promulgated by the Law on Fisheries;
- Have seen Royal Kram No. NS/RKM/0607/016 dated 29 June 2007 promulgated by the Law on the Management of Water Resources in the Kingdom of Cambodia;
- Have seen Royal Kram No. NS/RKM/0208/007 dated 15 February 2008 promulgated by the Law on Natural Protected Areas;

- Have seen Royal Kram No. NS/RKM/0508/017 dated 24 May 2008 promulgated by the Law on Capital, Provinces, Municipalities/Districts/Khans Administrative Management;
- Have seen Royal Decree No. NS/RKT/0401/070 dated 10 April 2001 on the Establishment and Management of Tonle Sap Biosphere Reserve;
- Have seen Royal Decree No. NS/RKT/0609/705 dated 29 June 2009 on the Establishment of Tonle Sap Authority;
- Have seen Royal Decree No. NS/RKT/0310/258 dated 24 March 2010 on the Amendment of Article 3, 5, 6, 9, 10 & 12 of the Royal Decree No. NS/RKT/0609/705 dated 29 June 2009 on the Establishment of Tonle Sap Authority;
- Pursuant to the necessary tasks of the Royal Government of Cambodia.

### **Hereby Decide**

**Article 1:** The demarcation of flooded forest domain the Tonle Sap Lake located in Kampong Chhnang, Pursat, Battambang, Banteay Meanchey, Siem Reap, and Kampong Thom provinces with a total area of 647,406 hectares including 802 points as indicated in Appendix 1 of this Sub-Decree shall be carried out.

**Article 2:** The map indicating the location of flooded forests (attached with the norms) in the Said six provinces are specified in the appendix 1 of this Sub-Decree.

**Article 3:** The following duties, obligations and responsibilities to manage, protect and maintain the flooded forest domain and flooded forests:

- The governors of the six provinces around the Tonle Sap Lake region including Kampong Chhnang, Pursat, Battambang, Banteay Meanchey, Siem Reap, and Kampong Thom shall have the following duties, obligations and responsibilities to manage, protect and maintain the flooded forest domain and flooded forests:
  - 1- Have the duties to directly manage the flooded forest domain available in each province.
  - 2- Have the obligations to protect the flooded forest domain and flooded forests available in each province.
  - 3- The head of the government shall take the entire responsibilities for the loss of flooded forest domain and flooded forests within the jurisdiction of the said provinces.
- The Fisheries Administration shall regular inspect the activities of maintaining and protecting the flooded forest domain and flooded forests of the authorities of the 06 said provinces and take urgent legal actions if it finds out that those activities affect the flooded forest domain and flooded forests.

- The Tonle Sap Authority shall have its duties to inspect all the activities related to the flooded forest domain and flooded forest and report about those activities to the Prime Minister to take measures for decision.

**Article 4:** Any provisions contrary to this Royal Decree shall be annulled.

**Unofficial**

**Article 5:** The Minister in charge of the Office of the Council of Ministers, Minister of Interior, Minister of Economy and Finance, Minister of Water Resources and Meteorology, Minister of Land Management, Urbanization and Construction, Minister of Agriculture, Forestry and Fisheries, TSA Chairman, ministers, secretaries of state, all the ministries and institutions concerned, and the Governors of Kampong Chhnang, Pursat, Battambang, Banteay Meanchey, Siem Reap, and Kampong Thom provinces shall implement this Royal Decree highly effectively from the signing date onwards.

*Phnom Penh, 29 August 2009*

**Prime Minister**

*[Signed and Sealed]*

**Samdech Akka Moha Sena Padei Techo Hun Sen**

**Cc:**

- Ministry of Royal Palace
- General Secretariat of Constitutional Council
- General Secretariat of Senate
- General Secretariat of National Assembly
- General Secretariat of Government
- Prime Minister Hun Sen's Cabinet
- Deputy Prime Minister Excellences' Cabinet
- As Article 5 "For implementation"
- Royal Gazette
- Document - Archives