



**Royal Government of Cambodia
National Committee
for Sub-National Democratic Development
(NCDD)**

Technical Document

on

Council Meetings

for

**The Capital Council, Provincial Councils,
Municipal Councils, District Councils and
Khan Councils**

December 2012

Preface

The implementation of decentralization and deconcentration reform policy is in accordance with the 1993 Cambodian Constitution. The main purposes of this policy are to improve local governance at each administration level in order to promote local democracy, social and economic development and to contribute to poverty alleviation in Cambodia.

Based on the above policy, the Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans (Organic Law) adopted in 2008, provides a basic legal framework for democratic reform at sub-national levels and established councils as democratic bodies at the Capital, province, municipal, district and khan levels through indirect elections first held in 2009. The councils must promote, enhance and sustain democratic development at sub-national levels. In this regard, the councils are directly accountable to their citizens for promoting transparency and citizen participation by both women and men with a focus on integrating voices and needs of citizens in the decision-making process in term of resources allocation, public service delivery and local development.

The Technical Document on Council Meetings for the Capital council, provincial councils, municipal councils, district councils and khan councils is a key tool to promote accountability, transparency and participation of relevant key actors in decision-making processes of sub-national councils. The NCDD-S, therefore, has prepared this Technical Document on Council Meetings for the Capital council, provincial councils, municipal councils, district councils and khan councils in order to support and provide these councils with options for organizing their monthly meetings in a smooth,

effective, transparent and participatory way with active discussion from citizens, both women and men.

This Technical Document is not a legal framework that requires the Capital council, provincial councils, municipal councils, district councils and khan councils to follow to the letter. Councils may use the Technical Document flexibly to respond to their respective practical situations and needs.

This Technical Document draws on experience gained since June 2010 from modeling the Technical Document in target councils - in Battambang Province, the Battambang Provincial Council, the Battambang Municipal Council, Sangkae District Council, Aek Phnom District Council and in Kampong Chhnang Province, the Kampong Chhnang Provincial Council, the Kampong Chhnang Municipal Council, Kampong Tralach District Council, Boribor District Council. Consultations with councils, civil society organizations and other relevant key actors in these locations have informed this Technical Document. The NCDD-S would like to give special thanks to those key actors who were involved in the consultation process and for their constructive contributions and feedback to improve this Technical Document.

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Introduction

The Law on Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans (Organic Law) requires councils to conduct ordinary meetings in their jurisdictions at least twelve times per year. Every council must approve and disseminate the calendar of its annual ordinary meetings. In addition to ordinary meetings, a council can conduct extraordinary meetings to discuss any special or urgent issues. According to the Organic Law, a council can conduct closed meetings in order to discuss or make decisions as set out in the Annex to this document. Council meetings must be conducted in accordance with the council's internal rules.

Council meetings bring together elected councilors for discussion, debate, identifying priorities, solving problems and making executive and legislative decisions, including allocating limited council resources to respond to council priorities. Meetings are a mechanism for councilors to understand and assess the work of the board of governors and personnel, including asking questions and providing instructions to the board of governors and personnel in implementing council decisions. Through meetings, the board of governors and personnel can be held accountable to the council for their work.

Decisions made by councils must be made in the interests of citizens, paying equal attention to the interests of women and men. In order for councils' decisions to result in actual benefits to citizens, a council needs quality information from both women and men to inform its deliberations.

Council meetings are generally open to the public. However, a council may conduct a closed meeting in certain circumstances. Citizens, therefore, are generally entitled to attend council meetings to learn about what their council is doing and citizens are entitled to access the documents that relate to each meeting either before or after the meeting. Depending on a council's internal rules, citizens can also ask questions and raise issues during council meetings.

This Technical Document on Council Meetings has two parts:

1. Preparing for the Council Meeting
2. Conducting the Council Meeting

Each part sets out the working procedures and tasks of the key actors and refers to any applicable legal provisions. Each part goes on to suggest practices or procedures that could be adopted in order to enhance meetings so that they are transparent and inclusive forums that contribute to establishing, promoting and sustaining local democratic development.

Overview of the Council Meeting Process

There are two parts of council meeting preparation for each sub-national administration:

Part 1: Preparing for the Council Meeting

- Step 1: Identification of issues for the draft agenda for the meeting
- Step 2: Preparation of draft agenda and relevant documents for the meeting
- Step 3: Delivery and dissemination of invitations, draft agenda and documents

Part 2: Conducting the Council Meeting

- Step 1: Opening of the Meeting
- Step 2: Review of Quorum
- Step 3: Approval of Draft Agenda
- Step 4: Approval of Previous Minutes
- Step 5: Reports of Board of Governors and Committees
- Step 6 :Debate and Decision-making on Issues
- Step 7: Question, Answer and Comment Period
- Step 8: Other Issues
- Step 9: Closing of the Meeting

Part 1: Preparing for the Council Meeting

The three main steps in preparation for a council meeting are:

- Step 1: Identification of issues for the draft agenda for the meeting
- Step 2: Preparation of the draft agenda and relevant documents for the meeting
- Step 3: Deliver and disseminate invitation, draft agenda and documents

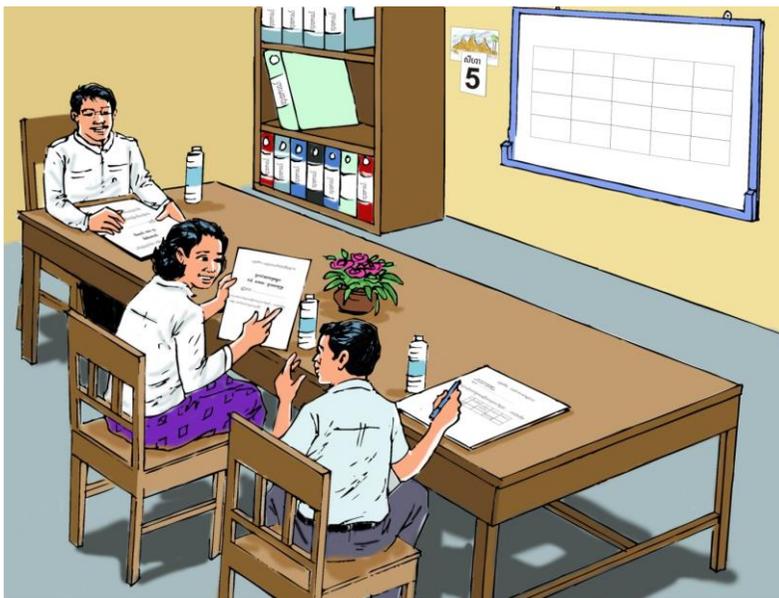
Effective preparation is a condition for a successful council meeting. First, when preparing for a meeting, relevant issues for discussion at the meeting must be identified for inclusion in the draft agenda. The issues must reflect the needs, interests and priorities of both female and male citizens as well as reflect important issues to the sub-national administration, such as the receipt of new functions and resources.

The issues in the draft agenda may include, data and statistics, reports on studies, and information about successes and challenges. Based on the draft agenda, the right people must be invited to the meeting so that the issues can be fully discussed in an informed way. This may include personnel of the sub-national administration, representatives of Ministry line departments or offices, representatives of civil society organizations or the private sector, as examples. Efforts must be made to invite an equal number of women and men to the meeting to the extent possible.

Finally, the invitation, draft agenda and relevant documents for the meeting must be delivered well in advance to enable councilors and other invitees to read and reflect on the issues before the meeting and, therefore, be prepared to participate meaningfully during the meeting.

Step 1: Identification of issues for the draft agenda for the meeting

The first step in preparing for a council meeting is to identify possible issues to be discussed at the meeting. The administration director supports the chairperson to identify possible draft agenda items for the meeting.



Actors: Administration Director, Chief of Administration Division and Chief of Finance Division or Chief of Administration and Finance Office

Timeframe: Within 10 working days before the meeting

Items for the draft agenda can be proposed using the following **forms**:

🗑️ **Form 1 A:** This form is used by an individual councilor to propose issues for the draft agenda.

🗑️ **Form 1 B:** This form is used by a group of councilors to propose issues for the draft agenda.

🗑️ **Form 1 C:** This form is used by citizens and civil society organizations to propose issues for the draft agenda.

🗑️ **Form 2:** This form is used by the administration director to consolidate all the draft agenda items that have been proposed from all sources. Each issue and the person or persons who raised the issue should be clearly set out.

Tasks: The **administration director**, with the assistance of the appropriate division or office (Administration Division for the Capital and provinces, or the Administration and Finance Office for municipalities, districts and khans), prepares a list of proposed items for the council meeting draft agenda based on:

- Meeting the council chairperson to collect any issues the chairperson requests to include in the draft agenda. These may be issues that have been raised by other councilors, citizens or civil society organizations. The chairperson may also decide to include issues in the draft agenda. Items proposed by the chairperson must be included in the draft agenda.
- Meeting the governor and the board of governors to collect any items the board of governors requests to include in the draft agenda. Items should include any issues the board of governors wishes to include that have been raised by councilors, citizens, civil society organizations or line ministry departments or offices.

- Agenda items that have been proposed by at least one-third of all councilors.
- Contacting the chairpersons of council committees.
- Reviewing the minutes of the previous council meeting.

References: Sub-decree 215, 216; Prakas 4273, 4274; Internal rules, Praka 5, 30, 32.

Rights of Councilors to Propose Issues for the Draft Agenda

A councilor has the right to propose items to include in the draft agenda of a council meeting by:

- Approaching the council chairperson
- Completing Form1 A or Form1 B - issues submitted to council chairperson (see above)
- Raising an item to the administration director who must then raise the item to the council chairperson.

A councilor's proposed draft agenda item is included in the draft agenda where the issue:

- Has been raised to the council chairperson and the chairperson agrees to include it in the draft agenda
- Has been proposed to the chairperson in advance of the meeting and has the support of at least one-third of all councilors
- Has been proposed during the council meeting and has the support of at least one-third of all councilors.

Rights of Citizens and Civil Society Organizations to Propose Issues for the Draft Agenda

- Citizens and civil society organizations may approach the chairperson of the council, a councilor, the board of governors or a committee chairperson to raise an issue for inclusion in the draft agenda of a council meeting.
- Citizens and civil society organizations may also approach their commune/sangkat councilors to lobby for issues to be included in the draft agenda for a meeting of the Capital council or a provincial, municipal, district or khan council. Every council must develop ways to collect issues of concern from citizens and civil society organizations for inclusion in draft agendas so that issues can be addressed by the council.

Examples

- A parent-committee and teachers raise with the council that there are no latrines at the primary school making it difficult for girls to attend school.
- Citizens from one village raise with a deputy governor their concerns about possible environmental impact from a factory opening nearby.
- A group of mothers raises with a councilor that there is a sudden increase in cases of diarrhea among children in the area.

Step 2: Preparing draft agenda and relevant documents for the meeting

The second step in preparing for a council meeting is for the council chairperson to decide which of the proposed agenda items will be included in the draft agenda for the council meeting. The agenda should help to ensure that all the important matters, including legal requirements, are addressed during the meeting.



Having an agenda structures a meeting by identifying the issues to be discussed, the order in which they will be discussed, and the time allotted to discuss each issue.

The second step also involves identifying relevant documents and who should attend the council meeting. Having the right documents and involving the right people are critical for informed decision-making.

Actors: Chairperson, Administration Director, Chief of Administration Division and Chief of Finance Division or Chief of Administration and Finance Office

Timeframe: Flexible (depends on each step)

Forms that may be used in this step:

- 🗑️ **Form 2:** List of proposed agenda items
- 🗑️ **Form 3:** List of relevant documents and list of invitees for the council meeting
- 🗑️ **Form 4:** Draft Agenda for council meeting
- 🗑️ **Form 5:** Invitation to council meeting

Tasks: Preparing draft agenda and relevant documents

The administration director:

- The administration director, with the assistance of the appropriate division or office (Administration Division for the Capital and provinces, or the Administration and Finance office for municipalities, districts and khans), identifies all relevant documents, including the report of the board of governors and reports of committees and prepares a list of persons who should be invited to the meeting based on the proposed draft agenda items. (Form 3)
- The administration director submits the list of proposed agenda items (Form 2), list of relevant documents and list of invitees to the council chairperson (Form 3).

Within 8 days before the meeting

The chairperson:

- The chairperson makes a preliminary decision on the draft agenda items (Form 2), relevant documents and invitees (Form 3).
- The chairperson, board of governors and administration director meet to discuss the draft agenda to ensure that the draft agenda addresses all key issues and relevant documents and list of invitees.
- The chairperson, together with the board of governors and administration director, ensures that confidential agenda items are appropriately identified in the draft agenda, if any. (See the section on *parts of meetings that may be closed to the public*)
- The chairperson makes a final decision on the draft agenda, list of documents and invitees.

Within 8 days before the meeting

The administration director:

- The administration director, with assistance from the appropriate division or office (Administration Division for the Capital and provinces, or the Administration and Finance Office for municipalities, districts and khans), prepares the draft agenda for the meeting based on the decision of the chairperson about draft agenda items. (Form 4)

Within 7 days before the meeting

- The administration director, with assistance from the appropriate division or office (Administration Division for the Capital and provinces, or the Administration and

Finance Office for municipalities, districts and khans), makes any required changes to the draft agenda based on the decision of the council chairperson.

Within 6 days before the meeting

The board of governors:

- The board of governors prepares and submits its monthly report to the chairperson.
- The board of governors meets with the council chairperson to discuss any requested changes to the monthly report with the assistance of the administration director.
- The board of governors, with the assistance of the administration director, makes any requested changes to the monthly report.
- The board of governors, with the assistance of the administration director and the appropriate Division or Office (Administration Division for the Capital and provinces, or the Administration and Finance Office for municipalities, districts and khans), prepares a meeting invitation that indicates the hour, day, month and year of the meeting as well as the place of the meeting. (Form 5)
- The board of governors submits the meeting invitation to the chairperson to sign.

Within 6 days before the meeting

References: Organic Law, Article 165; Sub-decrees 215, 216; Internal rules, Praka 31.

The chairperson:

- The chairperson identifies in advance a person to introduce each draft agenda item at the meeting. Persons may include the chairperson, a councilor, a council committee chairperson, the governor, a deputy governor or other relevant person.
- The chairperson asks the administration director to arrange for the persons to introduce each agenda item at the meeting.

Within 6 days before the meeting

Matters that are discussed during council meetings

The Organic Law specifies certain topics that the council must address during its meetings. The council is free, however, to take the initiative to address additional matters within its mandate.

In every meeting, the council must make executive and legislative decisions on policy, regulations and working procedures related to:

- Preparing to receive new functions, duties and resources
- Implementing the council's obligatory and permissive functions
- The council's five-year development plan, and three-year rolling investment program
- The annual budget, medium-term expenditure framework and other financial issues

- Establishing structures, systems and resources for committees and council personnel
- Dividing responsibilities among councilors to communicate with citizens and monitor council decisions
- Managing and using council assets
- Processes for consulting with the public and disseminating information to citizens
- Achievements and challenges of council work
- Other tasks according to laws and other legal instruments.

In addition, the council may make decisions during meetings related to:

- Inviting the board of governors or another relevant person to answer questions about implementation of council decisions or other matters
- Conducting research studies or investigations on any matter the council considers important, disseminating the results of such studies and investigations, and instructing the board of governors on the basis of the results of the studies and investigations
- Reviewing and reporting to the Ministry of Interior about any case of abuse of power
- Reviewing and addressing any illegal act committed by the council, a councilor, the board of governors or council personnel
- Reviewing and taking action to address any local conflicts

- Reviewing monthly, quarterly, mid-year and annual reports prepared by the board of governors
- Reviewing reports prepared by committees
- Other issues considered necessary by the council or board of governors.

References: Organic Law, Article 36; Sub-decrees 215, 216; Prakas 4273, 4274; Internal rules, Praka 3, 15, 21, 23, 32.

Example of a District Council Draft Agenda

1. Opening of the meeting by the council chairperson (xx minutes)
2. Review of quorum (xx minutes)
3. Approve draft agenda (xx minutes)
4. Approval of minutes of previous meeting (xx minutes)
5. Monthly report of the board of governors (xx minutes)
 - Environmental impact study for new factory
 - Progress of installation of latrines in primary school
 - Measures to identify cause of increased diarrhea among children in Commune A
 - New statistics on crime in the district
6. Preparation of the next Dissemination and Consultative Forum (xx minutes)
7. Lack of access for disabled persons to public buildings (xx minutes)
8. Draft bylaw to prohibit loud sounds after 11 pm (xx minutes)
9. Question, answer and comment period for commune/sangkat councilors, citizens and others (xx minutes)
10. Other issues (xx minutes)
11. Next scheduled meeting (date, time and place)

12. Closing of the meeting by the council chairperson (xx minutes)

Examples of relevant Documents

- The draft agenda for the meeting
- Minutes of the previous meeting
- Report of the board of governors
- Reports of council committees
- Any other council reports
- Any recent studies or statistics
- Any drafts of decisions, deikas, plans or budgets to be discussed, etc.

Examples of relevant Invitees

The council should invite anyone who may be affected by or has an interest in an issue to be addressed during the meeting. This may be an individual citizen. This may also be a person who occupies a particular position, such as the director/chief of a line department/office. The council should also invite anyone who has information to assist councilors in making informed choices. The council should ensure that both women and men are invited.

Step 3: Delivering and disseminating invitations, delivery of the draft agenda and relevant documents



The third and final step in preparing for a council meeting is to ensure that councilors and other invitees know about the meeting, have the draft agenda, and have the relevant documents they will need to meaningfully participate in the meeting. The draft agenda and the list of relevant documents must also be made widely available to citizens. The administration supports the council in preparing and delivering invitations and relevant documents.

Actors: Administration Director, Chief of Administration Division and Chief of Finance Division or Chief of Administration and Finance Office

Timeframe: Flexible (depends on each step)

Tasks: Deliver and disseminate invitations and other relevant documents

- The administration director, with assistance from the appropriate division or office (Administration Division for the Capital and provinces, or the Administration and Finance Office for municipalities, districts and khans), ensures that the draft minutes of the previous council meeting, the invitation for the next meeting and other relevant documents are delivered to every councilor and invitee at least 5 working days prior to the meeting.

Within 5 days before the meeting

Note:

The board of governors ensures that the meeting invitation, the draft agenda and list of relevant documents are widely disseminated in such a way that they reach both women and men through, for example:

- Information boards
- Radio and television
- Commune/sangkat councils
- Journalists and local media
- Civil society organizations

Councilors verbally inform neighbors and other citizens about the council meeting. The public should also be notified that the relevant documents may be reviewed and copied at the council office.

Within 3 days before the meeting

References: Sub-decree 215, 216; Prakas 4273, 4274; Internal Rules, Praka 36.

Rights of Councilors

- Every councilor has the right to receive the meeting invitation, the draft agenda for the meeting, minutes of the previous council meeting and copies of relevant documents for the meeting in accordance with the council's internal rules.
- If a councilor has not received those documents in accordance with the council's internal rules, the councilor should contact the administration director and the councilor may attend at the council office to obtain the documents. The councilor should consider raising the issue at the next council meeting.

Obligations of Councilors

- As representatives of citizens, councilors have the obligation to participate meaningfully in meetings. In order to participate meaningfully in a meeting, a councilor must read the documents relevant to the meeting in advance and must reflect on those documents.
- The councilor may also want to consult with citizens about important issues to be discussed at a council meeting.



Rights of Citizens and Civil Society Organizations

- Every citizen and civil society organization has the right to see, review and copy the meeting invitation, the draft agenda and relevant documents for the meeting. Citizens and civil society organizations are entitled to review these documents at the council office, and to receive a copy of any document at cost.
- Citizens and civil society organizations are entitled to see and receive a copy of the council’s ordinary meeting calendar (for twelve months), which indicates the schedule and location of the meetings. As a general rule, citizens and civil society organizations are entitled to attend council meetings to observe and learn what the council is doing. Depending on the council’s internal rules, the public may ask questions, make comments and raise issues (see Part 2).

- In the event that the council closes part of its meeting to the public, citizens and civil society organizations cannot join those parts of the meeting.

References: Organic Law Article 51, 52, 68, 75, 76; Internal Rules, Praka 25, 33.

Remark

A council may decide to include in its meetings a question, answer and comment period that gives an opportunity to citizens, civil society representatives, other sub-national councilors and other stakeholders to ask questions, make comments and raise issues (See Part 2).

A council must disseminate information in advance about the question, answer and comment period: what it is, when it will take place, and how to participate.

PART 2: Conducting the Council Meeting

Part 2 examines how a council meeting is conducted. Part 2, therefore, looks at the roles of key actors during council meetings, and procedures that could be adopted to enhance meetings as forums that are transparent and lead to informed and effective decision-making. The heart of a council meeting is the process of discussion and debate about agenda topics. Debate, in particular, is an effective way to ensure that a topic is fully examined from different viewpoints before a decision is made.

Nine steps for conducting council meetings:

- Step 1: Opening of the Meeting
- Step 2: Review of Quorum
- Step 3: Approval of Draft Agenda
- Step 4: Approval of Previous Minutes
- Step 5: Reports of Board of Governors and Committees
- Step 6: Debate and Decision-making on Issues
- Step 7: Question, Answer and Comment Period
- Step 8: Other Issues
- Step 9: Closing of the Meeting

Roles of Council Chairperson during Council Meeting

The chairperson has important responsibilities during each meeting to preserve order and to facilitate the meeting with neutrality, including to:

- Ensure that all councilors have a fair opportunity to share their ideas and opinions and that no person at the meeting dominates
- Limit discussion to the issues in the agenda
- Impose time limits and limit speakers to those time limits
- When needed, summarize proposed decisions for a council decision
- Conduct votes and announce the results of votes
- Ensure that minutes of the meeting are taken
- Adjourn the meeting when required
- Follow the council's internal rules and ensure that others follow the council's internal rules.

Note

In addition to facilitating the council meeting, the chairperson has the role to contribute her/his own ideas and opinions, the same way any other councilor contributes ideas and opinions during the meeting.

The administration director plays an active role to support the chairperson to facilitate the council meeting.

(Organic Law, Article 64; Internal Rules, Praka 21)

Rights of Councilors

A councilor has the right to:

- Receive the invitation, draft agenda and relevant documents for the council meeting. A councilor should report at the council meeting if the invitation, draft agenda and relevant documents for the meeting were

not delivered to the councilor in accordance with the council's internal rules;

- Share ideas in the meeting;
- Ask questions to the board of governors and others at the meeting;
- Vote on decisions.

(Internal Rules, Praka 3, 36)

Rights of Citizens and Civil Society Organizations

The public is entitled to attend public council meetings to observe and learn what the council is doing, and the public is entitled to access documents that relate to the meetings. Depending on the council's internal rules, the public may ask questions, make comments and raise issues (see Step 7 Part 2). However, the public is not entitled to participate in any closed part of a meeting.

(Organic Law, Article 68, 169; Internal Rules, Praka 25)

Roles and Rights of Commune/Sangkat Council

- Main roles of commune/sangkat chief in the council meeting is to understand the activities are implementing, using and allocating resources by the councils in their mandate. Moreover, commune/sangkat chief should evaluate the council meeting whether the real needs and concern issues raised by male and female citizens are taken into account and provided the reasonable solutions. Commune/sangkat chief has to report to their

councils, has to disseminate information to citizens about the decision made in the council meeting.

- Commune/sangkat chief plays the role at municipality, district, and khan as following:
 - Attend the council meeting in the name of commune/sangkat councils
 - Discuss and provide inputs to the councils
 - Ask for support from municipal, district and khan councils upon the needs in commune/sangkat jurisdiction.

In case commune/sangkat chief misses to attend the district council meeting, commune/sangkat chief can assign a representative of commune/sangkat deputy chief or commune/sangkat councillors to attend the district council meeting. (Sub-decree 215, 216)

Step 1: Opening of the Meeting

The first step in conducting a council meeting is for the chairperson to open the meeting and welcome those who have attended. At the opening, it is also important that the chairperson confirms that councilors have received in advance all the documents they need to participate in the meeting.

During the opening of the meeting **the chairperson** should:

- Open the meeting and welcome the participants.
- Confirm that the administration director has designated a person to take minutes of the meeting and that the minute-taker is present.
- Ask invitees to introduce themselves by name and position.
- Confirm that all councilors and invitees who are present at the meeting have received a copy of the draft agenda, draft minutes of the previous meeting and copies of relevant documents in advance in accordance with the council's internal rules.

Step 2: Review of Quorum

The second step in conducting a council meeting is for the chairperson to ensure that there is quorum for the meeting. Quorum refers to the number of councilors required to be present at the meeting in order for the meeting to be valid. There is quorum if more than half of all councilors on the council are present at the meeting. For instance, if a council has 9 councilors, there is quorum if at least 5 councilors are present.

Actors: Chairperson and Administration Director

Form that may be used:

☒ **Form 6:** Attendance at Council Meeting

(This form may be appended to the minutes of the meeting)

Tasks: Review of Quorum

The chairperson:

- Asks the administration director (or designated personnel) to take and record attendance and absences of councilors.
- Counts whether or not there is quorum for the meeting on the basis of the record of attendance and absences of councilors. If more than half of all councilors are present at the meeting, there is quorum and the meeting may proceed.
- If there is no quorum, the chairperson must postpone the meeting to the next working day.
- If one or more councilors leave during the meeting so that there is no longer quorum, the chairperson must postpone the remainder of the meeting to the next working day.
- Circulates a form for all people attending the meeting to sign (Form 6). The attendant list can be attached with the minutes of meeting.

Obligation of Councilors to inform about Absence

- If a councilor cannot attend a council meeting, it is important that she/he, or someone on her/his behalf, advise the council chairperson and seek authorization at least one day prior to the meeting.

- A councilor who is absent without authorization may be fined.
- A councilor who is absent from two consecutive council meetings due to a health problem must provide the chairperson with a note from a doctor.
- If a councilor misses two consecutive ordinary council meetings without prior authorization, the councilor loses her/his membership on the council.

Roles and Rights of Persons invited to a Council Meeting

- Those who have been invited to attend a council meeting (such as representatives of line departments and offices, the private sector, or other councils or boards of governors), are entitled to share their ideas and opinions at the meeting, but they are not entitled to vote on any matter.
- Citizens who attend meetings on their own initiative are not invitees. This means that citizens who attend meetings on their own initiative may only participate in the meeting if the council's internal rules permit.
(Internal Rules, Praka 23)

References: Organic Law, Article 66; Internal Rules, Praka 8, 11, 39.

Step 3: Approval of Draft Agenda

The third step in conducting a council meeting is for councilors to approve an agenda for the meeting. Once the draft agenda is approved with any changes that are decided upon in the meeting, the agenda becomes the final agenda for the council meeting.

Actors: Chairperson and administration director

Form that may be used:

☒ **Form 7:** Modifications to draft agenda (*This form may be used by the administration director to record proposed changes to the draft agenda and how each proposed change is decided upon by the council.*)

Process for discussion and decision-making on each agenda item

- A councilor must raise a hand to request to speak.
- The administration director, or designated personnel,
 - Records the order in which councilors raise their hands
 - Records the number of hands raised to support a proposed change or addition to an item in the draft agenda

Tasks: Facilitate the approval of the draft agenda

The chairperson

- The chairperson asks if councilors have any proposed changes to the draft agenda. Proposed changes may include deletions, additions or marking an item as one to be discussed at the next council meeting.
For instance: An addition is adding an agenda item such as New Function to Provide Agricultural Extension Services. A deletion of an agenda item is deleting the item about Flooding because that issue was dealt with during an earlier extraordinary council meeting.

- The chairperson invites those who have raised their hands to speak in the order in which they raised their hands.
- The chairperson facilitates decision-making about each proposed change to the draft agenda, one-by-one.
- For a deleted item that is still important for the council to discuss, the **council** may, for instance, decide to refer that deleted item to the next council meeting, to an extraordinary council meeting or to a committee for further study.
- If the draft agenda proposes that an agenda item be closed to the public, the council may propose that discussion of the agenda item be open to the public instead. A council may also propose that any draft agenda item be closed to the public, but justification must be provided. The council decides whether an agenda item will be open to the public or closed to the public.
- The chairperson facilitates discussion and decision-making about each proposed change to the draft agenda. The chairperson first facilitates decision-making through consensus by trying to reconcile different opinions. If consensus is not possible, the chairperson puts the proposed change to a vote. If there is a tie vote, the chairperson has the decisive vote.
- The chairperson announces the results of each vote.
- Once the **council** has made decisions about each proposed change to the draft agenda, the draft agenda becomes the final agenda for the council meeting.
(Internal Rules, Praka 9)

The **administration director**

- Notes every proposed change
- Ensures that each proposed change is addressed through consensus or a vote
- Records the results of decision-making for each proposed change according to the council's decision (Form 7).

Note

- A councilor has the right to propose to add or change items on a draft agenda.
- A councilor who wishes to add an agenda item should be prepared to clearly state why she/he proposes to add or change the agenda item with a brief explanation of the reason
- The governor and board of governors also have the right to add items to the draft agenda.

Step 4: Approval of previous minutes

The fourth step in a council meeting is reviewing and approving the draft minutes from the previous council meeting. This step is important so that there is an accurate record of discussions and decisions made at each council meeting.

Actors: Chairperson

Tasks: Facilitate approval of previous meeting minutes

The Chairperson:

- The chairperson asks the administration director or designated personnel to read the previous meeting minutes aloud in the meeting.
- The chairperson asks whether councilors have any proposed changes to the draft minutes of the previous meeting.
- The chairperson facilitates discussion and decision-making about each proposed change to the draft previous minutes, one-by-one. The chairperson facilitates decision-making through consensus by trying to reconcile different opinions. If consensus is not possible, the chairperson puts the proposed change to a vote (see *Proposed Process for Discussion and Decision-Making on Agenda Items in Step 3 above*).
- The chairperson announces the results of the vote immediately, including the number of councilors who agreed, disagreed and abstained and records in minutes.

Once a decision has been made regarding each proposed change to the draft minutes, the draft minutes become the final minutes of the council's previous meeting.

(Internal Rules, Praka 37)

The administration director:

- Notes every proposed change
- Records the results of decision-making for each proposed change (whether by consensus or vote)

assumed that the councilors have read the minutes prior to the meeting.

Step 5: Reports of board of governors and committees

The fifth step in conducting a council meeting is the reporting of the board of governors as well as any committees that have been requested to report at the meeting. After the report of the board of governors and the reports of committees, councilors are entitled to ask questions, seek clarifications, and provide guidance and instruction.

Actors: Chairperson, board of governors, councilors and council committees

Tasks: Board of governors and committees report to the council



The board of governors:

- The board of governors reports about progress and challenges in implementing council decisions, deikas and all other matters related to the council.
- The board of governors allocates time for councilors to ask questions, request clarification and provide guidance and instruction in regard to key issues in the report.
- The governor or a deputy governor must answer any questions and address the requests for clarification.
- The board of governors provides technical support to the council.
- The governor or a deputy governor provides relevant information before and during the council meeting in order to help the council to make informed decisions.

The chairperson:

- The chairperson facilitates discussion on the reports of the board of governors and committees.
- The chairperson asks if any councilor or invitee would like to ask questions or provide comments to the board of governors and committees.
- The chairperson proposes to the governor or deputy governor to respond and clarify any questions that the governor or deputy governor has not answered yet.
- The chairperson facilitates the discussion and decision on any proposed guidance and instruction to the board of governors.

- The chairperson may require the governor to report to a meeting of the council regarding the governor's tasks as representative of the Royal Government.
- The council may provide recommendations and instruction to the governor to respond to local priorities and challenges.

Council committees:

- A council committee must regularly report about its work.
- A council may require a committee to report on any special and urgent matter during a council meeting.
- Councilors may question a committee and seek clarification on any matter, may provide guidance and require a council committee to conduct a study on a topic of interest to the council.

References: Organic Law, Article 119, 149, 157; Sub-Decree 215, 216; Internal Rules, Praka 2, 14, 23, 28 and 29.

The board of governors has the right to:

- Attend every council meeting
- Share ideas or make proposals but they are not entitled to vote on any matter at a council meeting
- Even though the board of governors is entitled to attend every council meeting, a governor or deputy governor is not permitted to attend any part of a council meeting during which the council discusses requesting the Ministry of Interior to terminate that governor or deputy governor.

References: Organic Law, Article 149; Internal Rules.

Options for Improvement

- When possible, a councilor should provide advance notice that she/he will ask a question or request information or clarification from the board of governors, personnel, or other persons who will attend the meeting. By giving advance notice, a more full response can be prepared together with any relevant documents that have not already been provided to the councilor.
- The advance notice should be provided to the administration director for copying to the chairperson and board of governors and for delivery to the appropriate person or persons.

Step 6: Debate and Decision-Making on Issues

The sixth step in conducting a council meeting is the core step during which councilors discuss and solve local issues. In this step, councilors exercise their executive and legislative powers by making decisions or issuing deikas to address local issues. Every councilor has the freedom to express her/his ideas and opinions during debates and must be given the opportunity to share those ideas and opinions.

In this step there are two main activities:

- Process of debate in the meeting
- Decision-making on other issues

Actors: Chairperson, Councilors, Board of Governors, Administration Director

Form that may be used:

☒ Form 8: Result of discussion and decision-making

Tasks: Facilitate the discussion and debate

The chairperson facilitates the process of discussion and debate by:

- Inviting participants who want to speak to raise their hand; the speaker begins by giving her/his name and position.
- Assigning the administration director or designated personnel to record the order in which hands are raised.
- Motivating participants to share different ideas and opinions and participants from different political parties to share their ideas and opinions.
- Asking participants to speak in the order in which the participants raised their hands.
- Limiting time for speakers to up to 15 minutes. (Internal Rules).
- Ensuring that speakers stick to the time limit and the issue.
- Ensuring all councillors have opportunity to share their ideas and opinions.
- Advising the administration director or designated personnel to record all key points of the discussion.

During debate, a speaker may:

- Share her/his own ideas and opinions

- Share information on issues by including the views of citizens on the issues
- Propose changes to a draft decision
- Put a question to the council chairperson to pass on to other actors for clarification.

The chairperson invites relevant actors to answer questions raised by the participants. The actors may be a:

- Councilor
- Governor or deputy governor
- Administration director
- Chairperson of a committee
- Chief of a line office
- Person assigned by the chairperson

The **actor** must:

- Answer the question raised by the participant
- Present relevant documents on the issue
- Explain any action that should be taken.

Options for Improvement

- The council may decide to reduce the time from 15 minutes to 5 minutes for each speaker so that more speakers have an opportunity to share their ideas and opinions during the meeting.
- The council may also decide to extend the 5-minute time limit to speak for up to an additional 3 minutes (maximum 8 minutes in total).

- In the event that a question arises that cannot be answered, the question should be postponed for clarification in the next council meeting or an extraordinary meeting.

Decision-making process of councils

After the discussion, the chairperson facilitates the process of decision-making.

The Chairperson must:

- Facilitate consensus on each proposed decision including proposed amendments by trying to reconcile different opinions.
- Put each amendment to a vote if consensus cannot be achieved. If the vote is tied, the chairperson has the decisive vote.
- Announce the results of the vote immediately, including the number of councilors who agreed, disagreed and abstained and ask that the results be recorded in the minutes. (Internal Rules, Praka 32, 34, 35)
- Determine the results of each vote based on the majority position of councilors.
- Advise the administration director or assigned personnel to record all decisions in the minutes of the meeting (Form 8).
- Ensure that all proposed amendments are considered by the council and recorded.

A proposed decision may be to:

- Define a course of action for the council to take (e.g. the council decides to provide a new maternal health care service at health centers);
- Provide guidance and instruction to the board of governors and personnel (e.g. the council instructs the board of governors to prioritize primary school education in the development plan);
- Issue a deika;
- Seek out information to ensure evidence-based decision-making at a future time;
 - **Example:** The council directs the board of governors to conduct a study about the most effective means of disseminating council information to citizens
- Send an issue to a committee for study and recommendations;
 - **Example:** the council directs the women and children’s consultative committee to study what steps are needed to increase primary school enrolment
- Postpone an issue for another ordinary meeting, or refer the issue to an extraordinary meeting.

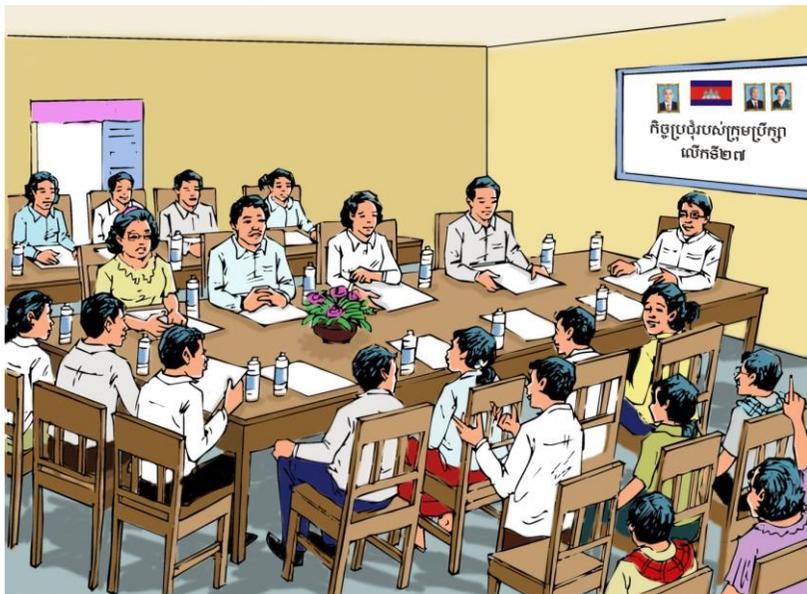
(Organic Law, Article 31, 33, 67; Internal rules, Praka 16, 17)

Remark

The board of governors and administration director inform the council in the event they believe a proposed decision contravenes the council’s internal rules, the Constitution, a law or other legal instrument.

(Organic Law, Article 72, 155; Sub-decree 215, 216)

Step 7: Question, Answer and Comment Period



This seventh step provides an opportunity for citizens, commune/sangkat councilors and civil society representatives to ask questions, make comments, and raise issues during the council meeting. A question, answer and comment period for citizens, commune/sangkat councilors and civil society representatives is a mechanism of participation that leads to accountable decisions and implementation by the council.

A question, answer and comment period can be useful for councilors because it provides insight into the concerns of citizens, commune/sangkat councilors and civil society representatives and may also serve to provide immediate feedback on issues being discussed and decided during the council's meeting. A council may also include time for it to provide brief responses to some questions and comments.

Actors: Chairperson, Administration Director

Process of Question, Answer and Comment Period

The **chairperson** facilitates the process by:

1. Opening the question, answer and comment period to citizens, commune/sangkat councilors, civil society representatives or other participants who would like to raise questions or comments.
2. Explaining the purpose and procedure of the question, answer and comment period and by following the process below:
 - A person who wishes to speak must raise her/his hand.
 - A person called upon to speak by the chairperson has up to 5 minutes to speak.
 - The question, answer and comment period can take 30 minutes or longer based on the decision of the council.
 - A person who does not have an opportunity to speak during a council meeting, may write his/her questions or comments to the council. In addition he/she may visit the council office during working hours to ask a question, make a comment or raise an issue.
3. Advising the administration director, or designated personnel, to note who has raised her/his hand first. The chairperson invites people to speak in the order they raised their hands.
4. Asking the person who speaks to state his/her name and position.
5. Considering questions, comments or issues raised by the participants and deciding:
 - To respond to her/himself or have another person at the meeting respond;

- To respond at a later time, in case the question cannot be answered immediately with an explanation to the citizen, commune/sangkat councilor or civil society representative of how and when she/he can obtain the council's response;
 - To raise the issue in the next council meeting or in an extraordinary council meeting.
6. Giving the floor to other citizens, commune/sangkat councils or civil society representatives who wish to speak until the question, answer and comment period expires.
 7. Advising the administration director to ensure that the meeting minutes capture the key questions, comments and issues raised by citizens, commune/sangkat councilors and civil society representatives.

Remark

In line with the principle of democratic development, the chairperson must ensure that voices of under-represented councilors, such as women and members of ethnic minority groups as well as councilors from different political parties, are taken into consideration as much as the views of other councilors. There are many ways through which the chairperson can encourage meaningful participation from all councilors.

For example: Listen carefully when any participant shares his/her idea and opinion, use body language and eyes contact (in general body language can courage or discourage speaker in the meeting).

Step 8: Other Issues



The eighth step in conducting a council meeting is to provide an opportunity for councilors, the governor, the board of governors and the administration director to inform the council about any other issues. Other issues might relate to such things as official visits or to information about new activities in the area such as the planned opening of a new shopping centre or training opportunities for councilors and personnel.

Information raised during step 8 is information that has not already been included in the meeting agenda.

The chairperson:

- Invites persons wishing to provide information about another issue to raise a hand.

- Informs the speaker that she/he has up to 3 minutes to speak.

The administration director or designated personnel records all information raised.

(Internal Rules, Praka 9, 34)

Step 9: Closing of the meeting

The ninth step in conducting a council meeting is to formally close the meeting. It is the council chairperson's role to summarize key discussion points and then close the meeting.

Before closing the meeting, the chairperson must:

- Ask councilors what issues they would like to have included in the draft agenda for the next council meeting. This may include an issue that was raised in Step 8 *Other Issues* or issues that need further discussion.
- If the chairperson does not agree to include an issue in the next draft agenda, but 1/3 of all councilors support including the issue in the next draft agenda, then the issue must be included in the draft agenda for the next council meeting.
- If possible, identify the persons who will introduce these draft agenda items at the next meeting.
- Summarize the key decisions of the meeting.
- The chairperson announces the date, time and place for the next council meeting. (Internal Rule, Praka 5, 9)

ANNEX

Extraordinary meetings

1. Definition of extraordinary meeting

An extraordinary meeting is a council meeting that is unscheduled in the annual calendar of council meetings and has the purpose to discuss an *urgent issue* or a *special issue*. In most respects, an extraordinary meeting is conducted in the same manner as an ordinary meeting.

2. How an extraordinary meeting is called

An extraordinary meeting may be called by:

- The council chairperson, or
- One-third of all councilors.

In addition, the governor or board of governors may call an extraordinary meeting to discuss an urgent issue.

3. Arrangements for an extraordinary meeting

Just like an ordinary meeting, extraordinary meetings must be held in public unless there is good reason to close parts of the meeting to the public. (See the annex)

4. Extraordinary meeting for urgent issues

An urgent issue is an issue that requires an immediate decision by the council that cannot wait for the next ordinary council meeting. For instance, flood emergency, etc.

In urgent cases, such as flooding, it may be that the invitation, draft agenda and relevant documents cannot be delivered to the councilors two days before the meeting as required in the Ministry of Interior Draft on Internal Rules.

In this case, the administration instead delivers invitations by telephone or other means to all councilors. In addition, all effort should be made to publicly disseminate information about the extraordinary meeting as soon as possible so that the public may attend.

5. Extraordinary meetings for special issues

A special issue may be an issue that would take up too much time to discuss in an ordinary meeting, for instance:

- Developing a strategy and mechanisms to promote economic development in the area;
- Revising responsibilities and job descriptions of personnel in Divisions or Offices in accordance with the applicable legal framework;
- Reviewing and approving the council's development plan and budget.

For an extraordinary meeting to discuss a special issue, notice must be given at least two days in advance. As with ordinary meetings, notice must be provided as early as possible so that councilors can meaningfully participate in the meeting.

In the case of a special issue, such as reviewing the development plan and budget, the meeting invitation and draft agenda together with the draft plan and budget must be provided a minimum of five days before the meeting, if not earlier.

In addition, every effort should be made to publicly disseminate information about the extraordinary meeting as soon as possible so that the public may attend and observe debate and decision-making about the issues.

6. Steps to conduct an extraordinary meeting

- The steps in conducting an extraordinary meeting are almost the same as the steps in conducting an ordinary meeting.
- The urgent or special issue that warrants the extraordinary meeting should be addressed first on the agenda, before the report of the board of governors, so that there is ample time to address the urgent or special issue.
- The board of governors may be required to clarify any matter at an extraordinary meeting if requested to do so.

7. An extraordinary meeting is conducted differently from an ordinary meeting in that:

- It is unscheduled;
- There are no previous minutes of the meeting to approve;
- There is no opportunity to raise other issues.

The legal framework provides that a council may discuss and make decisions in an extraordinary meeting regarding:

- The council's functions, duties and resources;

- Strategies, structures, systems and resources to receive new functions, duties and resources;
- Financial affairs and assets;
- Formulation of the five-year development plan, three-year rolling investment program;
- Annual budget plan and medium expenditure framework;
- Conducting a study or investigation, disseminating results of a study or investigation, or instructing the board of governors to address the findings of a study or investigation;
- Discussion of a report to the Ministry of Interior about a case of abuse of power;
- Establishing, re-structuring or dissolving divisions or offices;
- Roles, duties and terms of reference of personnel;
- Administrative and financial procedures for divisions, offices and personnel;
- Strategies for capacity development for the council, board of governors and personnel;
- Any illegal act committed by the council, a councilor, the board of governors or personnel, and addressing any such illegal act;
- Establishing committees, sub-committees or working groups;
- Local conflicts and addressing them;
- Requests or complaints from citizens and addressing them;

- Preparation of a monthly report, quarterly report, mid-year report and annual report;
- Reports of the board of governors and approving them;
- Strategies for information dissemination to the public;
- Requests of commune/sangkat councils;
- In the case of district councils, to discuss cooperation and support to commune/sangkat councils;
- In the case of municipal councils, to discuss the delegation of tasks to sangkat councils;
- Any other issue required by a legal instrument or any other issue considered by the council or board of governors to require discussion.

References: Organic Law, Article 77; Sub-decree 216, Article 71, 86, 133,147; Internal Rules, Praka 24, 25, 30.

Closed meetings

1. Definition of closed meeting

In a closed meeting, only councilors and key persons of the administration can participate.

A council may close *part* of an ordinary or extraordinary meeting to the public. A meeting should never be entirely closed to the public. For instance, *at the least*, the public is entitled to observe whether there is quorum for the meeting.

(Organic Law, Article 68; Internal Rule, Praka 2, 7, 25)

2. Agenda

When the council chairperson decides on the draft agenda for a meeting and she/he thinks the discussion about an agenda item should be closed to the public, the chairperson should indicate so in the draft agenda.

The draft agenda item that may be closed to the public should be phrased so that the public can know the general nature of the item but confidentiality is preserved. For instance, the agenda item could mention that discipline of personnel will be discussed but without mentioning the name of the personnel. In the meeting, the council decides whether the agenda item should be discussed in public or in a closed part of the meeting. This decision is part of the approval process of the draft agenda.

3. Criteria for closed parts of meetings

When deciding whether an agenda item should be discussed during a closed part of a meeting, the council must consider whether the agenda item relates to:

- Issues concerning personal data of personnel;
- The security of council assets;
- The process of recruitment, disciplining, request for termination or termination of personnel of the sub-national administration;
- Discussion on an issue that the council wants to discuss with its lawyer;
- In addition, ministries might issue specific legal frameworks that require the council to discuss an issue in a closed meeting.

Examples of issues to discuss in a closed part of a council meeting

- Appraisal, discipline, request for termination or termination of sub-national personnel;
- The performance of individual members of the board of governors;
- Requesting the Ministry of Interior to terminate a governor or deputy governor;
- Matters involving personal and private information about an individual such as revealing the identity of a person who is HIV+ and receiving support from the council;

- Discussion on sensitive cases such as harassment and dishonorable acts of a person.

4. Council decision

A decision about the issues related to an agenda item that is closed to the public must be included in the meeting minutes. The decision should be phrased in a way that the public can know the general nature of the decision but confidentiality is preserved.

5. Meeting minutes

A decision about the issues related to an agenda item that is closed to the public must be included in the meeting minutes. The full description of the discussion of the agenda item must be recorded in separate minutes that are disseminated only to councilors.

Excluding personnel, governor or deputy governors

- A member of personnel may be excluded from the council meeting room while that member's employment is discussed (evaluation, discipline, etc.).
- The governor or a deputy governor may be excluded from the council meeting room if the council is discussing a request to the Ministry of Interior to terminate the governor or deputy governor.

List of suggested forms for council meetings

Form 1 A - Issues Submitted to Council Chairperson (used by an individual councilor to propose issues for the draft agenda)

Form 1 B – Issues for Draft Agenda Submitted to Council Chairperson (used by a group of councilors to propose issues for the draft agenda)

Form 1 C – Issues for Draft Agenda Submitted to Council Chairperson (used by citizens and civil society organizations to propose issues for the draft agenda.)

Form 2 - List of Issues for Draft Agenda of Council Meeting

Form 3 - List of Relevant Documents and List of Invitees for Council Meeting

Form 4 - Draft Agenda for Council Meeting

Form 5 - Invitation to Council Meeting

Form 6 – Attendance at Council Meeting

Form 7 – Modifications to Draft Agenda

Form 8 –Outcomes of Proposed Decisions

**Kingdom of Cambodia
Nation, Religion, King**

Administration.....

**Proposed issues for draft agenda of (28th/29th/Ordinary
/Extraordinary Meeting ofCouncil**

Name:.....

Title:.....M/D/K.....

.....Capital/Province.....

Respect to:

His/Her Excellency/Mr./Mrs./Ms.....

Subject: Propose issues on.....

Rationale:.....

As mentioned above, His/Her Excellency/Mr./Mrs./Ms. kindly review and approve.

His/Her Excellency/Mr./Mrs./Ms. please accept my highest respect.

Date:.....

Signature:.....

Form 1A: For individual councillors

**Kingdom of Cambodia
Nation, Religion, King**

Administration.....

**Proposed issues for draft agenda of (28th/29th/Ordinary
/Extraordinary) Meeting ofCouncil**

Name:.....,

Title :.....M/D/K.....

Capital/Province.....

in representation ofcouncilors.

Respect to:

His/Her Excellency/Mr./Mrs./Ms.....

Subject: Proposed issues on.....

Rationale:.....

As mentioned above, His/Her Excellency/Mr./Mrs./Ms. kindly review and approve.

His/Her Excellency/Mr./Mrs./Ms. please accept my highest respect.

Date:.....

Signature (of representative):.....

Form 1B: For groups of councillors

**Kingdom of Cambodia
Nation, Religion, King**

Administration.....

**Proposed issues for draft agenda of (28th/29th/Ordinary
/Extraordinary) Meeting**

ofCouncil

Name:.....,

Title:.....M/D/K.....

Capital/Province.....

Respect to:

His/her Excellency/Mr./Mrs./Ms.....

Subject: Propose issues on.....

Rational:.....

As mentioned above, please His/her Excellency/Mr./Mrs./Ms. kindly check and approve.

Please His/her Excellency/Mr./Mrs./Ms. acknowledges high respect.

Date:.....

Signature:.....

Form 1C: For non-councillors can be citizens or civil society representative

**Kingdom of Cambodia
Nation, Religion, King**

Administration.....

List of issues proposed to include in the draft agenda
for the (1st/2nd Ordinary/Extraordinary) Council Meeting of
.....C/P/M/D/K

No	Proposed issue	Issue proposed by	Agreed by Chairperson	Proposed amendment
1			<input type="checkbox"/> Yes <input type="checkbox"/> No	
2			<input type="checkbox"/> Yes <input type="checkbox"/> No	
3			<input type="checkbox"/> Yes <input type="checkbox"/> No	
4			<input type="checkbox"/> Yes <input type="checkbox"/> No	
5			<input type="checkbox"/> Yes <input type="checkbox"/> No	
6			<input type="checkbox"/> Yes <input type="checkbox"/> No	
.....			<input type="checkbox"/> Yes <input type="checkbox"/> No	

Date:.....

Signature of Administration Director:

Form 2: For Administration Director

**Kingdom of Cambodia
Nation, Religion, King**

Administration.....

List of Relevant Documents and Invitees

For (28th/29th/Ordinary/Extraordinary) Meeting

ofCouncil

Example

No	Issues proposed for draft agenda	Chairperson's decision		Chairperson's decision	
		Relevant documents	Decision	Name of Invitee	Decision
1	Approval of previous minutes	Draft minutes of previous meeting	<input type="checkbox"/> Yes <input type="checkbox"/> No		
2	Malaria and dengue fever	Request letter from commune council on situation of malaria and dengue fever in the commune	<input type="checkbox"/> Yes <input type="checkbox"/> No	<ul style="list-style-type: none"> ● Director of Provincial Health Department ● Chief of Health Centre 	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No

Date:.....

Signature of Administration Director:.....

Form 3: For Administration Director

**Kingdom of Cambodia
Nation, Religion, King**

Administration.....

Draft agenda for **(28th/29th/Ordinary/Extraordinary)
Meeting**

ofCouncil

Held on.....at.....

EXAMPLE:

Time	Topic	Responsible person
08:00-08:10	Opening the meeting	Chairperson
.....	Review quorum	Chairperson
.....	Approval of draft agenda	Chairperson
.....	Approval of previous minutes	Chairperson

Date:.....

Signature:.....

Form 4: For Administration Director

**Kingdom of Cambodia
Nation, Religion, King**

Administration.....

No.....

Date:.....

Invitation Letter

Invitee:.....

Subject:

.....

Date:..... Time:.....

Venue:.....

Attachments:.....

Signature of Chairperson

Notes:

Form 5: For Administration Director

**Kingdom of Cambodia
Nation, Religion, King**

Administration.....

**Attendance List of (28th/29th/Ordinary/Extraordinary)
Meeting**

ofCouncil

Held on.....at.....

No	Name	Sex	Title	Institution	Phone No	Signature
Councillors						
1						
2						
3						
4						
5						
6						
7						
8						

Annex: Forms for council meetings

9						
10						
11						
12						
13						
14						
15						
Board of Governors and Council Personnel						
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

Guests/Invitees						
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						

Form 6: For Administration Director or assigned minute-taker

**Kingdom of Cambodia
Nation, Religion, King**

Administration.....

Proposed Amendments to Draft Agenda of

(28th/29th/Ordinary/Extraordinary) Meeting

ofCouncil

on.....

EXAMPLE:

No	Topic	Proposed amendment	Proposed by	Result
1	Increased number of violations	Local security added as agenda item	Mr. A	<input type="checkbox"/> Yes <input type="checkbox"/> No
2	Decrease in primary school enrolment	Primary education added as agenda item	Mrs. B and Mr. C	<input type="checkbox"/> Yes <input type="checkbox"/> No

Date:.....

Signature:.....

Form 7: For Administration Director or assigned minute-taker

**Kingdom of Cambodia
Nation, Religion, King**

Administration.....

Result of discussion and decision-making in the

(28th/29th/Ordinary/Extraordinary) Meeting

ofCouncil

on.....

No	Topic	Decision proposed	Amendment on the proposed decision	Proposed by	Final decision
1	Primary education	That the primary school building in Commune "A" will be painted in July 2011	That the primary school building in Commune "A" will be painted and running water will be installed in July 2011	Mr. A	

Date:.....

Signature:.....

Form 8: For Administration Director or assigned minute-taker