

## FOREWORD

The **Ministry of Planning Strategic Plan (MPSP), 2006-2010**, is the first strategic plan, has been framed with the intention of responding to the challenges of the Harmonization, Alignment and Results (H-R-A) Agenda as set out in the Strategic Framework for Development Cooperation Management (SFDCM). It lays out MOP's central role in and its main activities to support the Royal Government of Cambodia's efforts in implementing the **National Strategic Development Plan (NSDP), 2006-2010**, the single development blue-print for the next five years.

The MPSP has undergone several stages of scrutiny by many stakeholders from both MOP departments and External Development Partners (EDPs) as members of the Technical Working Group on Planning and Poverty Reduction (TWG-PPR).

The MPSP spells out MOP's critical activities for the five-year period that need to be undertaken. It sets out the respective time-frames and estimates the support needed to implement of these strategic activities. The MPSP will serve as the single guiding reference document not only internally within MOP but equally importantly for all EDPs interested in supporting the poverty-reduction-based planning process managed by MOP.

I strongly urge that a support framework for the MPSP implementation be developed in line with the spirit of Paris Declaration on Harmonisation, Alignment and Results. I sincerely hope that our EDPs' support framework will reflect the priority areas of their support to activities set out in MPSP and will be carried out in a well-coordinated manner.

23 July 2007

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## CHAPTER I

### INTRODUCTION: BACKGROUND AND PROCESSES

#### 1.1 Planning and Poverty Reduction in Cambodia during the last decades

Following the civil war (1970-1975) and the subsequent genocidal regime of the Khmer Rouge until 1979, Cambodia's economy was considerably weakened. The country's human resource base was substantially eroded. Many infrastructure facilities and industrial plant were either destroyed or in a bad state of disrepair. There were hardly any basic social services. There was no central administration.

The task of **rehabilitation and reconstruction** began immediately after the establishment of the People's Republic of Kampuchea (PRK) in 1979. Emergency humanitarian aid was received from the international community from 1979-1982. After 1982, Cambodia received aid only from the Soviet Union, other members of the former council for Mutual Economic Cooperation (CMEA) and a few bilateral and multilateral organizations and NGOs. Large-scale development cooperation only started after general elections were held in 1993.

Despite its relative isolation from most international trade and aid and ongoing hostilities especially along the Thai border, the Cambodian Government in the 1980s the PRK made significant progress in its effort to rebuild the country. To guide the rehabilitation of the country, the Government assigned the Ministry of Planning (MOP) to prepare the five year Socioeconomic Rehabilitation and Development Program (SRDP) 1986-1990.

The **first (1986-1990) and the second (1991-1995) Socioeconomic Rehabilitation and Development Programs** were designed to guide a centrally planned economy. The information used during the process of SRDP the preparation and for monitoring and evaluation (through three-, six- and nine-month as well as annual reports) of the progress on implementation was almost all administrative information.

Under the Royal Government of Cambodia (RGC), established with a new constitution following the elections in 1993, the first (1996-2000) and second (2001-2005) **five-year Socio-Economic Development Plans (SEDPs I and II)** took the SRDPs an important step further. Building on the successful work and progress of the preceding years, SEDP I presented for the first time an integrated medium term program of national development within the context of a market economy. Both Plans were prepared with technical and financial support from the Asian Development Bank (ADB), but did not provide any monitoring and evaluation (M&E) mechanism to track implementation. Both rounds of SEDP had as their primary development vision the goal of poverty reduction achieved through promotion of sustainable economic growth at 6-7 percent per year and better governance. The Government recognized the important role of the private sector in development and employment generation.

The Plans were to be seen alongside the first 3-year-rolling **Public Investment Program (PIP)** for 1996-1998, which helped to channel planned investments (including development cooperation projects and programs) to priority areas (among sectors and within each sector). The process of preparing the PIP has continued every year since then. From the very beginning, the intention has been that the annual budget of the RGC would be synchronized with the PIP.

In addition to the function and responsibility mentioned in the Sub-degree 55 SD.ES, the MOP has been assigned to be additionally responsible for monitoring and evaluating the situation of poverty in Cambodia and providing policy recommendation for reducing it, through producing such document like Poverty Profile of Cambodia 1994, 1997, 1999 and

2004 by using information from Cambodia Socio-economic Surveys conducted by NIS. The MOP has also produced Cambodia Human Development Reports from 1998 to 2001 in cooperation with UNDP.

Besides the SEDPs and PIPs the MOP also had to prepare a National Poverty Reduction Strategy Paper (PRSP) at the request of the International Monetary Fund (IMF) and World Bank (WB). In coordination with line Ministries and external development partners (EDPs) the MoP therefore prepared the National Poverty Reduction Strategy (NPRS) 2003-2005. This was endorsed by the Government on December 20, 2002. The NPRS laid out the key priorities for Cambodia to meet the poverty reduction goals of the Royal Government of Cambodia. The NPRS adopted a comprehensive approach, outlining pro-poor actions to improve rural livelihoods, promote job opportunities, and ensure better health, nutrition and education outcomes and to reduce vulnerability.

The National Population Policy (NPP) was prepared by the Ministry of Planning, using information from the 1998 National Population Census and the 2000 Cambodia Demographic and Health Surveys (CDHS). The NPP was endorsed by the Royal Government on August 15, 2003. The overall goal of NPP is to induce changes in population trends so as to bring the size, composition and distribution of population in line with the needs of sustainable development for poverty reduction and improvement in the quality of life of all Cambodians.

In 2003, Cambodia took a further step in setting medium-term targets and defining national M & E indicators when it developed its own set of national goals for 2015. These were based on the Millennium Development goals (MDGs) agreed at the United Nations Millennium Summit in 2000 (to which Cambodia, along with all other countries, was a signatory); but incorporated some changes to adapt the global MDGs to the context of Cambodia. **The Cambodian Millennium Development Goals (CMDGs)** include 9 goals, 25 overall targets, and 106 specific targets covering extreme poverty and hunger; universal nine year basic education; gender equality and women's empowerment; child mortality; maternal health; HIV/AIDS; malaria and other diseases; environmental sustainability; partnership for development; and de-mining, unexploded disposal ordnance and victim assistance.

## 1.2 The Rectangular Strategy, the NSDP and the Statistical Master Plan

Following the formation of the new Government in July 2004 the RGC presented the **Rectangular Strategy (RS)**<sup>1</sup> which was subsequently elaborated and operationalised in the National Strategic Development Plan (NSDP) 2006-2010. The NSDP also serves to implement the Action Plan on Harmonisation and Alignment. The NSDP is a single overarching development plan, developed by the MOP with broad participation and consultation from all stakeholders including Government Ministries and institutions; external development partners and civil society. After approval by the RGC, National Assembly, the Senate, and the King, the NSDP was officially launched on 15th of August 2006 by the Prime Minister.

The NSDP has been formulated by the MOP as a SMART<sup>2</sup> document by using the RGC's comprehensive Rectangular Strategy and synthesising and prioritising various policy or target documents. These include SEDP II, the CMDGs Report, the NPRS, the NPP, the Governance Action Plan (which includes the Public Administration Reform or PAR), the Public Financial Management Reforms Programme (PFMRP) and other sector policies and strategies).

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<sup>1</sup> The Rectangular Strategy expressed the political platform of the Government elected in 2003. The Strategy was visualized as a series of interlocking rectangles with good governance at its core. The other rectangles focus on the framework conditions needed in order to be able to implement the strategy, i.e.: enhancement of the agricultural sector, further rehabilitation of the physical infrastructure, private sector development and employment generation as well as capacity building and human resources development.

<sup>2</sup> SMART means: Specific, Measurable, Achievable, Realistic and Timely.

It is the single, overarching document containing RGC's priority goals and strategies to reduce poverty rapidly and to achieve other CMDGs and socio-economic development goals for the benefit of all Cambodians. It aims to align sector strategies and planning cycles as well as to guide external development partners' to align and harmonise their effort and so achieve better aid-effectiveness and higher net resources transfer than hitherto. It is estimated that US\$ 3,500 million will be needed for the public sector during 2006-2010 to achieve the goals and targets set out in the NSDP.

The progress of NSDP will be reviewed and monitored annually. The **NSDP Monitoring Framework** was formulated in close consultation with the Ministry of Economy and Finance (MEF), the Supreme National Economic Council (SNEC), the Cambodia Rehabilitation and Development Board / Council for the Development of Cambodia (CRDB/CDC) and other Ministries and was endorsed in June 2006. It mandates the monitoring of and reporting on the progress of NSDP implementation, focusing in particular on the monitoring of the 43 NSDP M&E indicators (see annex 6). This requires timely and reliable supply of official statistics from the National Institute of Statistics (NIS) and line ministries.

To date, NSDP monitoring activities have included the following:

- A core Technical Working Group for Planning and Poverty Reduction (TWG-PPR) has been established. This meets regularly every two months to assess progress of implementation from the Government and EDP side.
- A preliminary report on NSDP implementation was prepared by MOP staff with cooperation from the MEF, SNEC, CRDB/CDC and five other ministries.
- A concept paper on the NSDP Annual Progress Report (NSDP-APR) has been agreed upon in close consultation with MEF, SNEC and CRDB/CDC.

In the first half of each year from 2007 onwards an **NSDP Annual Progress Report (APR)** will be prepared and submitted to the Government for endorsement. The first NSDP APR has been prepared and endorsed by the RGC in May 2007. The NSDP-APR is the tool to readjust or redirect the NSDP for effective implementation. The NSDP-APR will also help to monitor alignment of resources (both of Government and EDPs) to NSDP goals and provide policy recommendations on how to achieve further progress in these different aspects of NSDP implementation.

The NSDP indicators are the key determinant of the priorities for the work programme of the statistical system of Cambodia which is coordinated and led by the National Institute of Statistics (NIS), located under the Ministry of Planning. These priorities are captured in the NIS **Statistical Master Plan (SMP)** which was agreed and endorsed by all stakeholders in September 2005, has subsequently gone through a minor update to reflect some changes in survey and census timings and budgets. The statistical coordination forum of, the Statistical Advisory Council came into effect with the sub decree on organisation and functioning of the national statistical system, and its first decision was to approve the SMP at its first meeting that took place in May 2007. It has been sent to the Council of Ministers for approval (June 2007), this will then provide a government and EDP agreed framework for supporting the national statistical system in the medium-term. The SMP represents an important break-through after decades of problems with regard to statistics. Official statistical infrastructure and activities were largely non-existent in Cambodia in the early 1990s, Development of official statistics over the last decade have been piecemeal, constrained by lack of RGC funds and driven in large part by availability of external resources, much of which has been supplied for specific data collection exercises.

Nonetheless, a number of national surveys have been conducted (with support from various donors) and have provided critical snapshots of development status in Cambodia. NIS conducted the first multi-purpose household sample survey - the Socio-Economic Surveys of Cambodia (SESC) in 1993-1994, in 1996, this was followed by Cambodia Socio-Economic Surveys (CSES) in 1997, 1999 and 2003-2004. An annual continuous

household survey started in October 2006 and will give quarterly estimates for many indicators. These surveys have been used to calculate (amongst other information) the national poverty line and track reduction in consumption poverty over the last decade. A General Population Census was conducted in 1998<sup>3</sup> and updated with a Cambodia Inter-Censal Population Survey (CIPS) in 2004. Cambodia Demographic and Health Surveys (CDHS) were conducted in 2000 and 2005 and provide valuable insight into trends in health service use and health outcomes. The preparation of the CMDG Report and the desire to integrate the CMDG monitoring into national policy evaluation (especially through NSDP M & E) has helped boost efforts to collect, process and report on socio-economic indicators in a more integrated manner, within the medium-term framework of the SMP. Significant efforts have been made in recent years to improve the statistical system, particularly through improvements in formal structure, management, staff training, dissemination practices and accessibility of data. Now, the statistical system of Cambodia has been well integrated into the regional and global statistical systems.

In the line ministries, a variety of management information systems (MIS) process administrative and other data. These include the Education Management Information System (EMIS) and Health Management Information System (HMIS), both of which have been strengthened over recent years (although inter-system coordination and donor dependency issues still need to be addressed).

At the national level reporting, at least two data points between 1990 and 2003 are available for more than 80 percent (26 of the 32) of the CMDG indicators. At the international level coverage is somewhat lower, with two-thirds of the MDG indicators (21 of the 32) meeting this same requirement of at least two data points between 1990 and 2003. The recent completion of the 2004 Cambodian Inter-censal Population Survey (CIPS), of the 2004 Cambodian Socio-Economic Survey (CSES) and the 2005 Cambodian Demographic and Health Survey (CDHS 2005) means that more up-to-date data are now available. Demand for reliable and timely data as the basis of the NSDP monitoring indicators is an important driver for further development of the statistical system.

### **1.3 The Harmonization, Alignment & Results Agenda**

In the recent years there has been an important debate and some significant progress on policies to improve the quality of development cooperation through harmonization (in which different donors adopt common administrative procedures to reduce transaction cost) alignment (in which donors design their aid to follow Government policies and priorities) and a focus on results. This has major implications for all Cambodian Government agencies. This debate has drawn upon international debate (in which the RGC has been an active player) that is captured in two key documents of the Development Co-operation Directorate of the Organisation for Economic Co-operation and Development (OECD-DAC) namely:

- the Rome Declaration on Aid Effectiveness (dated 2003) followed by
- the Paris Declaration on Aid Effectiveness, Ownership, Harmonization, Alignment, Results and Mutual Accountability (2005).

The RGC has actively sought to translate the commitments in the global Rome and Paris Declarations into principles and policies for effective aid management in Cambodia. Important documents in this context are:

- the Declaration on Harmonization and Alignment of RGC and EDPs (2004)
- the RGC Action Plan for Harmonization and Alignment (2004),
- the Strategic Framework for Development Cooperation Management (SFDCM) of the RGC (2006)
- the Joint Monitoring Indicators (JMI) agreed between RGC and EDPs (in 2006).

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<sup>3</sup> The 1998 Census was the first conducted since the only previous such census, in 1962.

These documents and others<sup>4</sup>, which collectively define the harmonization, alignment and results (HAR) agenda, set out the following **structural challenges**:

- (re-)gain RGC ownership and leadership in setting and implementing national development policies and managing development cooperation,
- develop RGC capacities,
- harmonize and streamline EDPs support,
- align EDPs support to RGC's policies (especially to NSDP),
- shift away from stand-alone projects, implemented through Project Management/Project Implementation Units (PMUs/PIUs), to sector-wide or thematic approaches, in which donor support is framed by a mutually-agreed, Government-led, medium-term strategy for the sector in question.
- reduce transaction cost and improve aid effectiveness through (i) division of labour between EDPs and (ii) the evolution of arrangements for delegated cooperation,
- increase untied aid
- improve the effectiveness of technical assistance (TA) while reducing the proportion of total aid that is provided through this instrument.
- improve the effectiveness of aid coordination structures (see below)

### **GDCC-TWG-mechanism**

To monitor progress on the implementation of Rome Declaration's commitments, the RGC approved the **Action Plan on Harmonization and Alignment** in November 2004. One important follow-up of this Action Plan is the elaboration of the NSDP as the single and overarching development plan that will also serve as the framework for alignment of all ODA support.

In order to improve the management of aid coordination the RGC has established the Council for the Development of Cambodia (CDC). In 2004 it was furthermore decided to create 17 joint Technical Working Groups (TWGs) at the sector/thematic level. In March 2005 the 18th Technical Working Group on Planning and Poverty Reduction (TWGs/PPR) was created to support the development of the National Strategic Development Plan 2006-2010. To ensure coordination among 18 joint Technical Working Groups it was furthermore agreed to

- create a Government –Donor Coordination Committee (GDCC) to provide policy guidance, to set priorities and to propose measures to solve problems raised by joint technical working groups. The GDCC is chaired by Senior Minister, Minister of Economy and Finance and the 1st Vice Chairman of CDC. The membership of the GDCC includes Ministers or heads of government agencies, Ambassadors or heads of diplomatic missions and heads of multilateral institutions.
- to establish a secretariat to assist the GDCC. This secretariat is located at the Cambodian Rehabilitation and Development Board (CRDB) at CDC.

The first meeting of the GDCC was held in Phnom Penh on 2nd December 2004 (just before the 7th Consultative Group (CG) meeting held on the 6-7 December) to agree on Joint Monitoring Indicators (JMI) under the CG-process. Subsequent GDCC meetings have reviewed progress that has been made with regard to the monitoring indicators agreed.

The 2006 **Joint Monitoring Indicators** (JMI) were relevant for MOP as 3 indicators directly touch the work of MOP:

- indicator 1i requires the implementation and monitoring of the NSDP and the preparation of an annual progress report;
- indicator 1ii requires the implementation of the above-mentioned Strategic Framework for Development Cooperation Management;

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<sup>4</sup> Other relevant RGC documents include for example the reports of the TWG on Partnership and Harmonization (TWG-P&H)

- indicator 6 requires the formulation of livelihood policies according to NSDP (with particular attention to agriculture, land concessions, social safety net policy, and nutrition surveillance systems etc.).

The Cambodia Development Cooperation Forum (CDCF) that took place in June 2007 has agreed on new JMIs for the forthcoming year 2007-2008. It was agreed that the new JMIs will be limited to one JMI per TWG, i.e. 18 JMIs in total. The JMI proposed by MOP after consultation with TWG co-chairs reads as follows: "Approve final Ministry of Planning Strategic Plan (MPSP)".

The **Strategic Framework for Development Cooperation Management (SFDCM)** agreed in 2006 once again underlines the importance of the NSDP and RGC ownership (see SFDCM 2006, p. 8). It calls upon all line ministries (see SFDCM 2006, p. 7f and 10f) to:

- take ownership,
- provide leadership,
- direct and align external assistance,
- reduce the number of projects,
- move to program-based approaches (PBA), sector-wide or thematic approaches (SWAs) or sector-wide management (SWIM),
- reduce the number of project management or project implementation units (PMUs/PIUs), the number of foreign experts, and the disproportionate use of technical assistance.

The implementation of the H-A-R-Agenda is currently being assessed by

- the Asian Regional Forum on Aid Effectiveness (Manila October 2006) and
- the Joint Venture "Monitoring the Paris Declaration" (Paris, November 2006).

Both seem to be very critical (especially with regard to EDP performance) reiterating the call for further efforts in order to move "from donorship to ownership" and to achieve a common policy and programming framework through

- alignment of EDP support to RGC policies,
- harmonization of EDP policies and practices,
- increase in budget support,
- avoidance of capacity substitution,
- delegation of authority to EDP country offices,
- improvement in the work of the TWGs.

#### 1.4 The elaboration of the MPSP

Against the background of the political platform of the Rectangular Strategy, the five-year development strategy outlined in the NSDP and the challenges for implementing the H-A-R agenda laid out in the Strategic Framework for Development Cooperation Management (SFDCM), the MOP decided in October 2006 to reorient its work and the management of EDPs support to the Ministry in a harmonized and coordinated way. The Ministry of Planning Strategic Plan (MPSP) captures the essential elements of the NSDP (including the CMDGs), the SMP and the SFDCM and unites them in a strategic way.

The most important focus in this reorientation is the support to MOP in the NSDP process including the national medium-term development plan preparation and the monitoring of its implementation. Elaborated by MOP in 2005 and endorsed by RGC in 2006, the NSDP notes the desire to:

- move away from the traditional planning approach to one that focuses on strategic goals and actions and

- guide the entire development process in order to combat poverty and achieve the CMDGs.

The need for streamlining is one of the lessons learned from the experiences of other Ministries in developing their own sector-wide or thematic approaches. Others lessons to be learned from sector reform processes in Cambodia include the following:

- establish a core team (in the case of the MOP, this function is fulfilled by the working group on the Strategic Plan),
- specify precise outcomes (for MOP, this is the matrix in chapter 5),
- define stages or steps of implementation (as set out in the MPSP matrix in chapter 5),
- circulate the draft Strategic Plan widely (see below),
- agree on a roadmap (see chapter 1.5).

In order to elaborate the first Strategic Plan for the Ministry of Planning, the MOP organized a retreat on the 18th and 19th October 2006 in Sihanoukville. This was attended by 16 persons: 13 drawn from the MOP leadership (mostly from the General Directorate of Planning or GDP, but including also one representative from NIS) and 3 representatives of the TWG-PPR co-facilitators (i.e. World Bank and UN).

The deliberations resulted in the elaboration of a matrix on objectives and activities, which represent the heart of this strategic plan (see chapter 5 and annex 1).

After several drafts by MOP staff, the draft MPSP was endorsed by MOP leadership as the strategic plan and roadmap for the whole MOP in July 2007. It will be presented to key stakeholders (particularly MEF, SNEC, CRDB/CDC in separate meetings), and to EDPs at the occasion of the TWG-PPR meeting in July 2007. The final MPSP will be disseminated to all stakeholders and will be published on the MOP website ([www.mop.gov.kh](http://www.mop.gov.kh)).

The specific value of the MPSP is that it is the single reference document for all stakeholders interested in improving Cambodia's performance in planning and poverty reduction. It is hoped that it will enable EDPs to develop a joint approach to support RGC capacities for poverty-focussed strategic planning, and help to mobilise the support needed to make this reform agenda work.

## 1.5 Roadmap

The next steps in terms of implementation of MPSP are set out in the following road-map:

- The work of **existing working groups** (as for example on the development of a website) needs to be continued.
- **Other working groups** need to get operational (e.g a working group on a communication strategy; a working group on statistics / NSDP monitoring and policy analysis; a working group on the APR preparation; etc.).
- According to their statement made at the TWG-PPR meeting October 2006 the **EDPs will support the MPSP** "once it is finalised and approved. This support includes financial, technical and human resources. The EDPs are also prepared to help mobilise additional coordinated funding from other donors once the Strategic Framework i.e. MPSP is finalised."
- The EDPs also promised in October 2006 to elaborate "**a joint EDP approach** (a SWAp or a thematic approach)."
- The **annual review of MPSP** (see chapter 7) will take place at the occasion of the TWG-PPR meetings at the end of each year.
- A **new MPSP** will be elaborated in 2009 (for the new NSDP beginning in 2011).

## CHAPTER II

### MINISTRY OF PLANNING INSTITUTIONAL STRUCTURE AND RESPOSIBILITIES, VISION(S) AND MISSION STATEMENT(S)

#### 2.1 MOP institutional structure and responsibilities

According **Sub-decree 55** SD.ES of the Royal Government of Cambodia on “*the Organization and the Functioning of the Ministry of Planning*” dated September 23<sup>rd</sup> 1997 the MOP consists of three Directorates<sup>5</sup>:

- the General Directorate of Planning (GDP),
- the National Institute of Statistics (NIS) and
- the General Directorate of Inspection.

The MOP also comprises

- the Minister's Cabinet,
- the Personnel Department,
- the General Administrative Department,
- the Supply and Financial Department

Since 2006, these have been complemented by the creation of the Internal Auditing Department.

The **General Directorate of Planning (GDP)** is headed by a Director General and some Deputy Directors General. It consists of the following five Departments each led by a Director of Department and assisted by Deputy Directors as needed:

- General Planning Department,
- Economic Planning Department,
- Social Planning Department,
- Investment Planning Department and
- International Relations Department.

The **National Institute of Statistics (NIS)** is headed by a Director General and assisted by Deputy Directors General as needed. It consists of the following four Departments each directed by a Director of Department and assisted by Deputy Directors as needed:

- General Statistics Department,
- Economic Statistics Department,
- Social Statistics Department,
- Demographic Statistics, Census and Survey Department.

#### 2.2 MOP vision and mission statement

The **overall vision and mission statement of MOP** resumes as follows:

*The Ministry of Planning takes responsibility for guiding and managing socioeconomic development planning (GDP) and statistical functions (NIS), working in cooperation with other relevant Ministries and institutions in the Kingdom of Cambodia.*

Supplementary Vision and mission statements that are more specific for the two bodies of the MOP: the General Directorate of Planning (GDP) the National Institute of Statistics (NIS) are also defined.

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<sup>5</sup> See also the MOP organization chart in annex 5

The vision and mission of the General Directorate of Planning is the following:

- guides and manages socioeconomic development planning (the National Strategic Development Plan, NSDP) in coordination with relevant Ministries and institutions and sub-national Authorities;
- works with NIS and others to analyze NSDP-related socio-economic, macroeconomic and policy issues;
- monitors and evaluates NSDP implementation and outcomes in order to make policy recommendations.

The vision and mission of the National Institute of Statistics is the following:

The vision of the NIS has been stated in the NIS Strategic Plan 2002–2006. The vision is described through five principles: Relevance, Integrity, Accessibility, Professionalism and Trust. Flowing from this is the NIS mission statement:

The mission of the National Institute of Statistics is to coordinate, collect, compile, analyze and disseminate high quality and objective official statistics to assist informed decision-making, debate and discussion within the Royal Government, provincial and commune governments, business and the media, as well as the wider Cambodian and international community.

## CHAPTER III

### OTHER RGC DOCUMENTS SHAPING THE MISSION OF THE MINISTRY OF PLANNING

Apart from developing the mandate-based document, viz. the medium-term socio-economic development plan (NSDP 2006-2010), MOP has been engaged in developing other key development policy documents. Since the promulgation of Sub-Decree 55 SD.ES in 1997, MOP had been assigned to be additionally responsible for monitoring the trends of poverty in Cambodia and formulating poverty-reduction policy interventions and for producing key policy documents such as a series of Poverty Profile of Cambodia; the 2003 CMDGs Report; the National Poverty Reduction Strategy (NPRS); the National Population Policy (NPP); the new Statistical Law; and the Statistical Master-Plan (SMP).

As detailed above the **National Strategic Development Plan (NSDP) 2006-2010** is the single, overarching document containing RGCs' priority goals and strategies. The NSDP directs all public policy to the reduction of poverty and the achievement of other CMDG socio-economic development goals for the benefit of all Cambodians. It synthesizes and prioritizes commitments made in earlier medium-term strategies (e.g. SEDP II 2001-2005; NPRS 2003-2005; NPP 2003 and the CMDG Report); and is intended to align sector strategies and planning cycles to an overall long-term vision. It is also intended to guide external development partners (EDPs) to align and harmonize their efforts towards better aid-effectiveness and higher net resource transfer than hitherto. There are 43 targets within the following major goals mentioned in NSDP:

- eradicate poverty and hunger,
- develop the agriculture sector and enhance agricultural production and productivity,
- implement the Education Sector Strategic Plan,
- implement the Health Sector Strategic Plan,
- implement population policies,
- further advance rural development,
- ensure environmental sustainability,
- promote gender equity,
- implement good governance reforms,
- sustain high macroeconomic growth,
- improve budget performance,
- accelerate industrial growth,
- further develop the private sector,
- increase trade (i.e. export),
- develop tourism,
- make progress in de-mining and provide victim assistance,
- rehabilitate the physical infrastructure,
- further develop the energy sector.

The details of the different (sector) strategies are to be found in chapter 4 of the NSDP.

A new **Statistics Law** was enacted in May 2005. The Law gives the NIS a specific legal basis for its activities and a broader role in the development of official statistics and of the statistical system as a whole. The Law also encourages an integrated National Statistical System (NSS) by making the NIS the official statistical policymaking body, with responsibilities to coordinate official statistical activities over all statistical units within the ministries and other government organizations. There are two further sub-decrees required to fully complete the legal framework for the national statistical system:

1. The Organization and Functioning of the National Statistical System. (January 2007). This defines procedures for appointment of director general of NIS,

requirement for all line ministries to have a statistical unit, enactment of National statistical coordination mechanisms of coordinating bodies of the Statistics Advisory Council and its junior Statistics Coordination Committee, as well as prescribing penalties for data non-compliance to official requests for statistical data and breaches of confidentiality on behalf of statistical officers.

2. Designated official statistics (draft version to be approved by SAC by end of 2007). Defines the statistics to be produced and supplied by respective line ministries to the NIS. It also declares the principle of data sharing at the lowest possible level while maintaining confidentiality, as well as setting up a statistical clearing house.

The **Statistical Master-Plan (SMP)** is the strategic document setting out the vision and goals for the National Statistical System for 2008-2015. This Statistical Master Plan (SMP) sets out a long-term, prioritised plan for Cambodia's national statistical system (NSS). It covers the whole of the NSS, including the National Institute of Statistics (NIS), statistical units in line ministries, and the National Bank of Cambodia. It is a framework within which priorities, needs and resources can be considered against the goals and vision of NIS and the national statistical system. Using the SMP as a management tool, statistics will be produced to meet Cambodia's stated prioritized needs.

The Plan builds on earlier work done by the NIS, including the preparation of a Five Year Strategic Plan and a Five Year Forward Work Programme. The Plan also draws on the work done at a Statistical Capacity Building Workshop hosted by the Ministry of Planning (MOP) and the Ministry of Economy and Finance (MEF) in October 2002, where a large number of priority statistical projects were proposed by various Ministries, the National Bank of Cambodia (NBC) and NIS. The Statistical Master Plan (SMP) provides the strategic long-term view and long-term financing plan needed for planning statistical activities (which have long planning horizons and often take place over several years). The statistical master plan is intended to be the key strategic documents for facilitating coordination of the national statistical system and harmonisation and alignment of donor support.

## CHAPTER IV

### LESSONS LEARNED

#### 4.1 Shortcomings observed in previous planning and statistical processes

Based on the last two decades of experience with the development of medium-term strategies and statistics MOP has identified the following problems as challenges for achieving the objectives set out in the vision and mission statement above. Shortcomings of past exercises in medium-term development planning (i.e. of the former plans SRDP I and II, SEDP I and II and NPRS) include the following problems with the plan documents:

- the lack of a focussed approach (i.e. lack of clear priorities and precise activities),
- the absence of a monitoring-system (including indicators) and of effective monitoring,
- the absence of clear timeframes and
- the absence of clear budget estimations and resource allocations according to plans.

Beyond these deficiencies of the plans documents themselves there were the following issues in the ways that medium-term plans related to other elements of the Government policy process, resulting in shortcoming during implementation:

- inconsistency between national plans, PIPs and the annual budget process,
- lack of operationalization (that is failure to translate medium-term strategies into annual action plans) and hence the lack of implementation,
- political problems (domestic policy, Asian financial crisis etc.).

Finally, the problems encountered in the implementation of national strategies in turn reflect some fundamental shortcomings in the capacity of various institutions (MOP, other Government Ministries and agencies, and EDPs) and problems in the relationships between these institutions. Some of these **institutional capacity issues** relate to problems faced across Government as a whole; some relate to the behaviour of the EDPs; and some of them are specific to MOP:

- *Lack of core resources.* With limited finances from the RGC budget, MOP has become dependent upon EDP funding, which has typically taken the form of uncoordinated bilateral relations and single-donor projects. This has limited the development of MOP ownership and institutional capacity.
- *Poor communication and suboptimal cooperation between MOP, MEF and CRDB/CDC,* which has resulted in weak connections between (i) national strategy, (ii) sectoral and sub-national plans (e.g. SWAps, annual operational plans, etc.), and (iii) public expenditure management.
- *Within MOP, communication and integration between GDP and NIS has not always been very close.* In part because the two parts of MOP are supported by different projects financed by different donors coordination has been less effective than it could have been.
- *Frequent lack of communication, coordination or coherence between EDPs* regarding what support they have provided to MOP, and how they have provided it. To date, nearly all of MOP's work on planning and poverty reduction (as well as on statistical data collection and development of statistical capacity) was done with support from donors (provision of funding and international consultants). A piecemeal approach such as this has often resulted in donors driving the work of MOP and has often exerted competing demands on the limited pool of MOP human resources. By using a project approach and PIUs to support particular units within MOP for particular products they consider important, and by setting parameters regarding content, timing, methodologies and approaches of

activities,<sup>6</sup> EDPs have prevented the horizontal integration of MOP functions and slowed the development of a long-term, Government-owned, strategic vision for MOP. In doing so, they have held back the development of MOP institutional capacity.

- *MOP staff largely depends on EDP salary supplements for adequate remuneration.* This creates incentives to work for the specific, often project-based interests of the EDP in question, rather than for a broader (MOP or RGC) vision of strategic change.
- *MOP staff lack capacity in poverty and policy analysis and other technical functions.* Once again, this reflects both the underdevelopment of core RGC resources and the lack of civil service human resource management strategies; but also reflects the uncoordinated, *ad hoc* and donor-driven approach to training that has characterized most EDP support in the past.

#### 4.2 Lessons drawn for the future

Based on this experience, MOP has drawn a number of lessons for the future evolution of the Cambodian planning system, and its own lead coordination role in that planning system. In order to be able to better perform than in the past all these provisions and imperatives need to be effectively put into practice by all actors concerned.

1. *MOP needs to focus its limited resources on priorities.* The MPSP is intended to help reorient MOP's work in a strategic way.
2. To reduce dependence on EDPs for salary supplementation (and avoid the distorted incentives this creates), the *Public Financial Management Reform Programme and the Public Administration and Civil Service Reform* need to be implemented so that MOP staff are paid adequately.
3. There is a permanent need for *closer interaction between GDP and NIS* in order to ensure that they complement each other effectively. In particular, this closer interaction is needed to ensure that NIS' statistical work supplies the data needed to monitor and evaluate progress towards NSDP goals and targets using the indicators set out in the NSDP.
4. There is also need for *closer interaction between the GDP and other key actors* (line ministries, sub-national level and EDPs) to ensure implementation and monitoring of the NSDP.
5. Concerning the NIS, there is a need (noted in the SMP) for *improved statistical coordination between NIS, the National Bank of Cambodia (NBC) and line ministries.* Encouraging the NBC and line ministries to use the NIS fieldwork capacity for their surveys would strengthen NIS capacities and improve cost-effectiveness of RGC statistical activities at the same time. (This challenge is already reflected in the provisions of the new Statistics Law.)
6. *Cooperation and coordination between EDPs urgently needs to be improved.* In the past, the lack of such donor cooperation has been a significant factor contributing to the emergence or perpetuation of many of MOP's problems. At a minimum, there is a need for efficient information sharing in order to avoid duplication or contradiction between the supports provided by different partners. In the spirit of a genuine partnership, EDPs wishing to support MOP – either GDP, or NIS, or both – need to engage in collective forums (especially the TWG-PPR) when proposing, designing, or reviewing support to MOP. MOP should be able to insist that all proposals or reviews are presented in the TWG. More ambitiously, all EDPs working with MOP need to work with the Ministry to agree a MOP-wide plan of financial and technical assistance that reflects the priorities expressed in the MPSP and detailed in supporting

<sup>6</sup> A striking example of this problem occurred when two of MOP's partners supported parallel medium-term plans (the SEDP II and the NPRS). see NGO Forum 2001. *Rapid assessment of the PRSP Process in Cambodia: Two bank, two processes, two documents.* Phnom Penh September 2001 (<http://www.ngoforum.org.kh/Development/Docs/PRSP/default.htm>). The Statistical Master Plan also includes references to examples of uncoordinated EDP approaches to statistical development in the past.

documents (e.g. the SMP, the NSDP, etc.). Once this costed work plan is developed, EDPs should coordinate to align their assistance in order to fill gaps in priority areas. Over time, and in line with commitments made under the harmonization and alignment agenda, EDPs need to make the transition from independent PIUs; through multi-donor projects or delegated cooperation arrangements; to pooled funding.

7. *The development of policy analysis capacities in MOP (especially in GDP) is as important as the development of the statistical database itself.* Policy analysis capacity is essential for MOP staff to analyze data, report on NSDP implementation and formulate relevant policy recommendations. A capacity development framework should be elaborated that focuses on the needs of MOP (i.e. with training being demand- and not supply-driven). Training activities should be systematic and follow the framework rather than being delivered in a piecemeal manner. On-the-job training is seen as the best mode of delivery of training.
8. *Relying on donor financing is not an appropriate strategy for developing institutional capacity, core statistics and national strategies.* The work of MOP (and RGC in general) should not be driven by the availability of funds for particular activities, but by the strategic priorities of MOP (and RGC). The work of MOP (and RGC in general) needs to **reflect the priorities of the country and not of the EDP**. This need for genuine partnerships, led by Government, is true for (amongst other things) the topics and timing of plans, reports, surveys or censuses. EDP should harmonize and align their support to MOP (RGC) priorities and elaborate and agree on a joint approach to supporting MOP instead of following own institutional agendas and approaches. This will also help to avoid overlap and duplication of activities of the kind that has often happened in the past.

#### 4.3 Progress made in the NSDP

The NSDP document itself reflects and incorporates a number of the lessons identified above. Notably, NSDP is the first plan that provides

- a focused approach (comprising clear priorities and precise activities),
- a monitoring-framework (comprising precise indicators) that will be followed-up and if necessary reviewed on an annual basis (i.e. within the framework of the preparation of the NSDP Annual Progress Report),
- clear timeframes and
- precise indications on the resources needed.

The NSDP also includes

- the imperative to align PIP and the budget process to NSDP,
- the imperative to implement the NSDP (monitored within the framework of the preparation of the NSDP Annual Progress Report),
- the imperative to improve communication and cooperation between MOP, MEF and CRDB/CDC as well as between RGC and EDPs,
- the commitment to implement the NSDP regardless of other priorities within domestic or international policy.

However, the NSDP document also noted that there would be a need for further elaboration of implementation arrangements in the first of the NSDP. The MPSP is intended as a major contribution to this ongoing process. In particular, it is intended as a framework within which MOP institutional capacity can be strengthened in such a way that the Ministry is increasingly able to assert Government leadership within a genuinely partnership-based approach to planning, poverty reduction and the generation of official statistics.

## CHAPTER V

### OBJECTIVES AND ACTIVITIES

This MPSP sets out a medium-term, prioritised plan for Cambodia's work in planning, poverty reduction and statistics. It builds on the above-mentioned policies and strategies but tries to synthesize and prioritise them into precise objectives, targets and activities.

The highest priorities of MOP are twofold:

1. For the **GDP** the highest priority is the **implementation of the NSDP**.
2. For the **NIS** (according to the SMP) the highest priority is to maintain existing economic and socio-demographic **statistics** and to improve their quality and timeliness.

The heart of the MPSP is the matrix attached in annex 1. The matrix contains objectives, targets and activities for the forthcoming years. It also shows the respective time frames, partnerships and budget estimates.

*To summarize the matrix, there are eight objectives and nineteen targets and more than 60 main activities all together. The key features of the matrix are:*

**1. To ensure implementation of the NSDP and progress towards the CMDGs** is the primary objective of MOP. The 5 targets relating to this objective comprise

- the dissemination of the NSDP and the development of MOP information and communication resources,
- the progressive alignment of sector strategies, sub-national plans and cross-sectoral policies and plans with NSDP priorities,
- achieving steadily greater consistency of the resource allocation processes and outcomes (the budget cycle, MTEF, PIP and ODA) with NSDP priorities,
- the targeting of poor areas and poor households to ensure resources intended for direct poverty reduction are allocated for maximum effectiveness and efficiency and
- the development of MOP capacities to prioritize and mainstream gender issues in planning and gender equity in NSDP implementation.

*The respective activities required in order to achieve the objective and the targets are the following:*

- develop and implement a NSDP dissemination and communication strategy,
- develop and maintain a MOP / NSDP website,
- cooperate with line ministries and agencies to draft new sector strategies or align existing sector strategies with NSDP priorities,
- work with subnational authorities to align planning processes and plans (objectives, targets, priorities, actions, resources) with CMDGs and NSDP making these connections through provincial situation analysis, priority setting, costing, supplying appropriate monitoring data etc.,
- strengthen MOP leadership and partnerships with stakeholders to implement the Cambodia Nutrition Investment Plan (CNIP),
- identify roles and responsibilities to prepare CNIP-2 (2008-2012),
- build closer working relations with the PFM Reform Program (PFMRP),
- offer to make a presentation to National Assembly (Committees) on proposals for NSDP-PFM linkages,
- use PIP preparation to align Ministries' and NSDP priorities,
- work with MEF on how to start harmonizing timeframes for budget submission and PIP/MTEF,
- ensure that NSDP-PIP commitments are reflected in budget allocations,

- establish harmonized and standardized criteria and procedures for identification of poor households in pilot provinces,
- later expand the coverage of the program for household identification,
- promote the development of social transfer programs targeted towards poor households,
- develop institutions and processes for geographic targeting,
- promote gender mainstreaming in planning systems,
- develop capacity to mainstream gender in planning systems by conducting cascade training from national to decentralized levels,
- prepare and implement a gender mainstreaming action plan.

**2. To monitor and evaluate progress towards NSDP implementation and NSDP/CMDG outcomes** is the second objective of the MOP Strategic Plan. There are three specific targets under this objective:

- collection, analysis and reporting of information on NSDP implementation and NSDP/CMDG outcomes,
- generation of mandatory reports required for international monitoring processes based on NSDP monitoring data and reporting format and
- development of MOP staff capacities to ensure effective implementation and monitoring of NSDP.

*The activities required in order to achieve the objective and the targets are the following:*

- refine and implement the NSDP monitoring framework in collaboration with NIS and line ministries / agencies (working with their respective TWGs),
- conduct CMDG / NSDP evaluations and policy analysis,
- combine core monitoring and selected annual evaluation / analysis in NSDP Annual Progress Report,
- strengthen Government capacity to monitor, evaluate and report on implementation and outcomes of NSDP and other plans and actions,
- ensure the NSDP APR can be submitted as an LDC report (a RGC commitment under the Brussels agreement) and MDG report,
- engage in other national analytical exercises conducted by other stakeholders (e.g. NHDR, World Bank reports to CDCF meetings, State of the World Population Report, etc.),
- improve capacity of MOP staff in poverty and macroeconomic analysis and related subjects (working with NIS and MEF),
- conduct training of trainers (ToT) on identification of poor households at national level,
- develop capacities of MOP, line Ministries and Provincial staff (through training etc.) to align sector strategies and sub-national plans with NSDP,
- provide capacity building to Provincial and District poverty-oriented planning system (aligned with to NSDP).

**3. To ensure that MOP and its partners implement actions required under the harmonization, alignment and results (HAR) agenda** is the third objective of the MOP. The target here is to ensure that Government and donor resources allocated to MOP align with NSDP priorities.

*The activity required in order to achieve the objective and the target is the following:* fulfil commitments under the TWG PPR-Action Plan and MOP functions assigned under RGC's HAR Declaration and Action Plan.

**4. To develop a high-quality NSDP 2011-2015 in a comprehensive and timely manner** is the fourth objective of the MOP Strategic Plan. It contains 2 targets:

- the streamlining of MOP activities towards NSDP functions during the implementation of MOP Strategic Plan and
- the endorsement of NSDP 2011-2015 at the end of 2010.

*The respective activities required to be done in order to achieve the objective and the targets under this heading are the following:*

- progressively realign GDP/MOP activities clearly with NSDP functions,
- strengthen international cooperation within MOP,
- perform an annual review of the MPSP, and
- identify roles, responsibilities, schedule of processes, resources (human resources, other MOP capacity development, TA inputs) needed for the preparation of the next NSDP; secure all necessary resources and mandates well in advance to allow preparation of NSDP, 2011-2015 to proceed in a timely and efficient manner.

**5. To strengthen the local development planning process** is the fifth objective of MPSP. There are 3 targets in this objective:

- Improve the capacity of Provincial Planning Officers
- Improve the capacity of District Planning Officers
- Strengthening the capacity of national working group on local planning process.

*The activities required in order to achieve the objective and the target is the following:*

- provide guidance on provincial/municipal strategic development plan process (PSDP)
- implement Commune/Sangkat Database management
- prepare and analyze the Commune/Sangkat profile; District/Khan profile and Provincial profile.
- support the formulation of Commune/Sangkat Strategic Development Plan and Commune/Sangkat investment Programme.
- manage the Commune /Sangkat development planning database (CDPD).
- support the preparation of the District Integration Workshop (DIW) Process.
- Monitor and Assess the implementation of the provincial planning process and Commune/Sangkat process.
- provide guidance on district/khan development plan.
- Analyze the district/khan profile
- participate and support the Commune/Sangkat planning process.
- enhance the capacity of national working group on relevant concept of best practices in Local Planning Process.
- improve and support the formulation and implementation of local planning process.
- cooperate with relevant stakeholders to support the provincial/municipal and district/khan policy with the decentralization and de-concentration

**6. To create a coordinated and improved the national statistical system** is the sixth objective of the MOP Strategic Plan. This objective has two targets:

- Improved statistical governance
- Improved coordination throughout the national statistical system

*The respective activities to be done in order to achieve the objective and the targets are the following:*

- Statistical legislation framework fully elaborated and enacted
- Statistical Advisory Council and Statistical Coordination committee meet six and three months respectively and coordinated standards and procedures.

**7. Ensure that national statistical service is timely, relevant and responsive** is the seventh objective of the MOP Strategic Plan. The target is to improve NIS statistical service; statistical coverage and definitions to meet national reporting requirements.

*The respective activities to be done in order to achieve the objective and the targets are the following:*

- 2008 Census data & results will be released widely through website and CDROM & yearbook,
- Continuous household survey producing coffee estimates of private consumption from national accounts and annual estimates of the poverty line headcount rate.
- Quarterly national accounts published
- Annual estimates of poverty headcount rates published
- Producer and agricultural commodity price indices
- **2008 General Population Census undertaken**
- Socio-economic 5 yearly survey
- Establishment survey conducted
- Demographic & health survey conducted 2010
- Agricultural census conducted

## **8. Improved and informed and increased use of official statistics**

There are two targets for this objective.

- Improved access to national official statistics
- Improved understanding of statistical data and its use and manipulation for policy development, targeting and prioritisation.

*The respective activities to be done in order to achieve the objective and the targets are the following:*

- Creation of national statistical data warehouse
- Access to the statistical data warehouse available through online micro-analytical processing software, (SuperStar) or offline through CAMInfo and through microdata dissemination is upon is request or through the data users centre
- Improved metadata and report dissemination through the revamped NIS website
- Extension of NIS virtual private network to line ministry statistical units to provide Internet access to national statistical data warehouse
- Training out-reach to line ministries and NGO development actors on utilisation of offline data resources (CamInfo Verion 3) and online data resources (SuperSTAR)
- Establishment staffing and training of statistical analysis department within NIS.

## CHAPTER VI

### CAPACITY AND RESOURCE REQUIREMENTS NEEDED FOR THE IMPLEMENTATION OF THE MPSP

In order to implement the MPSP, the MOP needs adequate capacities and resources. These include human resources (the right staff numbers and appropriate mix of skills); adequate institutional structures; and good information/knowledge bases on which to base policy.

#### 6.1 Human resources and capacity development

The development of human and institutional capacities is a priority of the RGC. It is recommended

- to develop a more effective management of human resources and
- to elaborate and agree on a capacity development framework.

With regard to MOP this means that:

- the Public Financial Management, Public Administration and the Civil Service Reforms need to be implemented so that MOP staff are adequately paid (and no longer dependent on EDP topping-up)
- the NSDP secretariat, which is not yet a team based on knowledge needs to be strengthened (in terms of organizational structure and in terms of capacities like monitoring and policy analysis) in order to be able to play its important role in the implementation and monitoring process of NSDP,
- a capacity development framework should be elaborated focusing on the needs of MOP (i.e. training being demand and not supply-side-driven) and training activities should be delivered / supported through a joint (donor supported) approach rather than being delivered in a piece-meal manner.
- On-the-job training is therefore seen as the best mode of delivery of training.

#### 6.2 Institutional structures

Within MOP certain organizational changes might be helpful to focus MOP's work according to the MPSP:

- The NSDP Secretariat needs a better structure and stronger assignments of responsibilities.
- The TWG-PPR needs to adapt to the Guidelines on the Role and Functioning on the Technical Working Groups issued by RGC's Decision dated 23 February 2007.
- Sub-structures of the TWG-PPR focusing on specific issues (e.g for example establishment and maintenance of a MOP website; the elaboration of a NSDP communication strategy; the development of a joint approach to EDP support; etc..) and giving regular feed-back to the TWG-PPR core group need to be set up and managed. The website group could serve as an example.

Beyond MOP it would be most important that EDPs change their modes of cooperation and delivery in support of the MPSP by moving away from piece-meal bilateral approaches towards a joint programme-based approach (similar to the SWAs or thematic partnerships achieved in other aspects of RGC-EDP cooperation). A joint approach should imply joint missions, joint analytical work, joint funding and management, and joint monitoring and joint reporting (for further details see the HAR-Agenda and its indicators, and also the Code of Conduct agreed by some EDPs).

### 6.3 Information / knowledge bases

The MOP (especially the NIS) has not only has to handle large amounts of data, but also to communicate this data to a network of interested users, both within MOP and RGC, but also within civil society, the public at large and the donor community. To perform this function adequately, MOP needs

- better access to the Internet,
- some sort of MOP-wide shared computer network and or intranet to connect MOP staff and enable them to work and communicate more efficiently, and
- an MOP website, that provides regularly updated information to the general public.

A new MOP website has been set up and on-line since mid-2007, but the management and maintenance of the website will require a lot of attention and inputs (regular updates). The issues of a better Internet access and of setting up some sort of MOP or RGC intranet still need to be explored.

### 6.4 Financial resources

The budgeting exercise carried out during the elaboration of the MPSP estimates a total financial requirement of **28,390,500US\$** to implement the MPSP (including all its activities). These resources will have to be mobilized from RGC budget and EDP support. The implementation of the MPSP will not only depend on the availability of these resources, but also on the capacity to align these resources to the priorities set out in MPSP. So far support to MOP and PPR at large has mostly been provided mostly in a piecemeal manner through a mix of channels and instruments (i.e. the national budget, loans, grants, TA etc.) that have been largely uncoordinated. It is hoped that in future joint funding will occur within the framework of a joint donor approach. Such an approach will help to reduce transaction costs and to avoid shortfalls and duplication.

To implement the MPSP also requires adequate support in the form of equipment and means of transportation.

Beyond the financial requirements of the MPSP there is still the bigger challenge of the implementation of the NSDP. It is estimated that US\$ 3,500 million will be needed for the public sector during 2006-2010 to achieve the goals and targets set forth in the NSDP.

## CHAPTER VII

### ANNUAL REVIEW OF THE MPSP

The MOP recognizes that it is critical to monitor and review the implementation of the MPSP regularly against the objectives and targets in order to ensure that MPSP implementation proceeds along the intended path and at the required pace. It is therefore intended to have an **annual MPSP review meeting**.

The organization of the annual MPSP review meeting will be conducted by MOP. Primary participants will be GDP and NIS senior staff and representatives of development partners in the TWG-PPR core group. The meeting will be based on progress reports prepared by MOP. The objective will be to review the MPSP in order to enable MOP and all partners to:

- assess progress,
- identify constraints,
- enable stakeholders (MOP and partners) to adjust and adapt to the MPSP and its priorities wherever necessary and
- to prepare annual workplans and budgets.

As soon as a joint donor approach is in place, the MPSP and the joint donor support should be reviewed together, so that some sort of **joint PPR sector performance review** is taking place annually.

## ANNEXES

### ANNEX I

## MATRIX

Objectives/Targets	Activities	Time frames					Budget Estimates (US\$)
		2006	2007	2008	2009	2010	
<b>Objective 1: To ensure implementation of the NSDP and progress towards the CMDGs</b>							
<b>Target 1:</b> Disseminate NSDP and develop MOP information and communication resources	<b>1.1 Develop and implement NSDP dissemination and communication strategy</b>						
	▪ print and publish NSDP full and summary	✓					60,000
	▪ develop strategy for NSDP dissemination and communication at national and sub-national levels	✓	✓	✓			7,000
	▪ disseminate NSDP at national and sub-national levels	✓	✓				76,000
	▪ ensure NSDP APR can be submitted as LDC report (RGC commitment under Brussels agreement) and MDG report (see 7.1)		✓	✓	✓	✓	2,000
	▪ develop radio / TV / newspaper / poster / booklet materials for popular dissemination / publicity campaign on NSDP with special focus on population, reproductive health, gender and youth issues						
	▪ produce materials on CMDGs/NSDP/Poverty to support the National Events including Eradication of Poverty Days (booklets and posters)			✓	✓	✓	40,000
	▪ disseminate CMDGs/NSDP to students, NGOs, CSOs by public forums including sessions with students and youth based on CMDGs/NSDP/Poverty related publications and policies	✓	✓	✓	✓	✓	7,000

Objectives/Targets	Activities	Time frames					Budget Estimates (US\$)
		2006	2007	2008	2009	2010	
	<ul style="list-style-type: none"> <li>implement CMDG/NSDP campaign at sub-national level in cooperation with CSOs/NGOs</li> </ul>			✓	✓	✓	70,000
	<ul style="list-style-type: none"> <li>take stock of the provincial dissemination campaign in 2006 and design a dissemination, communication and implementation strategy as well as respective tools for CMDG/NSDP at provincial level</li> </ul>			✓	✓	✓	80,000
<b>1.2 Develop and manage MOP/NSDP website</b>							
	<ul style="list-style-type: none"> <li>prepare and sign a contract with a private company for MOP/NSDP website development and management</li> </ul>	✓	✓				9,200
	<ul style="list-style-type: none"> <li>train MOP staff/NSDP secretariat on website updating and content management</li> </ul>		✓	✓	✓	✓	4,100
	<ul style="list-style-type: none"> <li>run, manage and update the MOP/NSDP website</li> </ul>		✓	✓	✓	✓	6,200
<b>Target 2:</b> Strengthen alignment of sector strategies, sub-national plans and cross-sectoral policies and plans with NSDP priorities	<b>2.1 Cooperate with line ministries, agencies and sub national level to draft new sector strategies or align existing sector strategies with NSDP priorities</b>						
	<ul style="list-style-type: none"> <li>engage with line Ministries through TWGs (particularly in NSDP priority sectors) on setting priorities (i.e. developing poverty focus in sector strategies)</li> </ul>		✓	✓	✓		7,000
	<ul style="list-style-type: none"> <li>ensure alignment through provision of guidance, holding of meetings / workshops, flow of information etc.</li> </ul>			✓	✓	✓	15,000
	<ul style="list-style-type: none"> <li>supply appropriate M&amp;E data from LMs/LAs and Provincial Planning Dept.</li> </ul>		✓	✓	✓	✓	12,000
	<ul style="list-style-type: none"> <li>develop capacities of MOP, line ministries and provincial staff (through training etc.) to fulfil these tasks</li> </ul>			✓	✓	✓	110,000
	<b>2.2 Work with Provincial Rural Development Committee (PRDC) to align plans (goals, targets, priorities, actions, resources) with CMDGs and NSDP through provincial situation analysis, priority setting, costing, supplying appropriate monitoring data etc.</b>						

Objectives/Targets	Activities	Time frames					Budget Estimates (US\$)
		2006	2007	2008	2009	2010	
	<ul style="list-style-type: none"> <li>prepare guidelines on provincial situation analysis, priority setting and other necessary monitoring data and provide trainings to provincial and district planners</li> </ul>			✓	✓	✓	85,000
	<ul style="list-style-type: none"> <li>support meetings/workshops at provincial levels in formulation their plan according to NSDP</li> </ul>			✓	✓	✓	80,000
	<ul style="list-style-type: none"> <li>conduct feasibility studies and Prepare CMDGRs at sub-national level in selected provinces</li> </ul>			✓	✓	✓	150,000
	<ul style="list-style-type: none"> <li>support NGO(s) to report on possible quick impact interventions for CMDG/NSDP achievements at sub-national level</li> </ul>				✓	✓	2,000
	<ul style="list-style-type: none"> <li>support capacity building to provincial and district poverty-oriented planning system (according to NSDP)</li> </ul>			✓	✓	✓	12,000
<b>2.3 Strengthen MOP leadership and partnerships with stakeholders to implement the Cambodia Nutrition Investment Plan (CNIP)</b>							
	<ul style="list-style-type: none"> <li>regularly update and prepare Annual Progress Report of CNIP implementation (2003-2007)</li> </ul>	✓	✓				4,000
	<ul style="list-style-type: none"> <li>integrate main achievement indicators of CNIP, 2003-2007 into NSDP Annual Progress Report</li> </ul>		✓				
<b>2.4 Establish role and responsibility to prepare CNIP-2 (2008-2012)</b>							
	<ul style="list-style-type: none"> <li>mobilize financial and technical supports EDPs to prepare and implement CNIP-2 (2008-2012)</li> </ul>	✓	✓	✓	✓	✓	200,000
	<ul style="list-style-type: none"> <li>lead preparing CNIP-2 in cooperation with LMs and EDPs</li> </ul>		✓				
	<ul style="list-style-type: none"> <li>regularly update and prepare Annual Progress Report of CNIP-2 implementation</li> </ul>			✓	✓	✓	6,000

Objectives/Targets	Activities	Time frames					Budget Estimates (US\$)
		2006	2007	2008	2009	2010	
<b>Target 3:</b> Ensure consistency of resource allocation processes (annual budget, medium-term budget frameworks, PIP and ODA harmonization and alignment) with NSDP priorities  <i>(joint working and shared responsibility with MEF, National Assembly and CDC)</i>	<b>3.1 Build closer working relations with PFM-Reform Programme</b>						
	▪ ask MEF/TWG-PFM to brief on PFMRP		✓	✓	✓	✓	5,000
	▪ arrange for representative of NSDP Secretariat to sit in TWG-PFM)		✓	✓	✓	✓	5,000
	<b>3.2 Offer to make presentation to National Assembly (Committees) on proposals for NSDP-PFM links</b>						
	▪ work with MEF to prepare proposal for NSDP-PFM link			✓	✓	✓	3,000
	▪ make presentation on NSDP-PFM link to National Assembly (committees)			✓	✓	✓	
	<b>3.3 Prepare PIP to align Ministries' and NSDP's priorities</b>						
	▪ provide guidelines on PIP implementation to line Ministries	✓	✓	✓	✓	✓	500
	▪ with MEF, inform line Ministries of process for PIP formulation	✓	✓	✓	✓	✓	500
	▪ with MEF, CDC and line Ministries, conduct project inspections to monitor PIP implementation	✓	✓	✓	✓	✓	500
	▪ print and publish	✓	✓	✓	✓	✓	15,000
	<b>3.4 Work with MEF on how to start harmonizing timeframes for budget submissions and PIP/MTEF</b>						
	▪ conduct training on the inter-sectoral priorities identification/settings, alignment with CMDG/NSDP priorities and costing		✓	✓	✓	✓	10,000
	▪ support the conduct identification and priority settings of line ministries and MEF		✓	✓	✓	✓	500
▪ review budgeting processes and tools and harmonize and synchronize them to make them operational		✓	✓	✓	✓	5,000	

Objectives/Targets	Activities	Time frames					Budget Estimates (US\$)
		2006	2007	2008	2009	2010	
	<b>3.5</b> With improved PIP process, ensure NSDP-PIP commitments are reflected in budget allocations from 2008 budget on wards						
	<ul style="list-style-type: none"> <li>link priorities and cost estimates with budgeting tools (to continue from activities under 3.4 above)</li> </ul>		✓	✓	✓	✓	
<b>Target 4:</b> Target poor areas and poor households to ensure resources used for maximum effectiveness and efficiency	<b>4.1</b> Establish standardized procedures and criteria for identification of poor households in pilot provinces						
	<ul style="list-style-type: none"> <li>establish standardized procedures and criteria for identification of poor households, including Guidelines for identification of poor households by non-governmental implementers.</li> </ul>	✓	✓				1,000
	<ul style="list-style-type: none"> <li>create computerized system for IDPoor data management in Provincial Department of Planning (PDOPs) in pilot provinces and in GDP-MOP</li> </ul>		✓				100,000
	<ul style="list-style-type: none"> <li>raise awareness of service providers about the identification method, and promote use of the poor households lists for targeting</li> </ul>	✓	✓	✓	✓	✓	10,000
	<b>4.2</b> Expand the coverage of the program for poor household identification						
	<ul style="list-style-type: none"> <li>prepare MOP strategy to roll out method in more provinces</li> </ul>			✓			10,000
	<ul style="list-style-type: none"> <li>prepare MOP proposals to seek resources from donors and government to expand household targeting activity</li> </ul>		✓	✓			0
	<ul style="list-style-type: none"> <li>expand coverage of poor household identification to five provinces, updating Lists of Poor Households annually</li> </ul>			✓	✓	✓	5,000,000
	<b>4.3</b> Promote the development of social transfer programs targeted towards poor households						
	<ul style="list-style-type: none"> <li>organize workshops to raise awareness of social transfers / targeted investments</li> </ul>			✓	✓		15,000

Objectives/Targets	Activities	Time frames					Budget Estimates (US\$)
		2006	2007	2008	2009	2010	
	<ul style="list-style-type: none"> <li>advocate for development of a social transfer program for the poor</li> </ul>			✓	✓	✓	5,000
	<ul style="list-style-type: none"> <li>develop a national policy on a social transfer program for the poor and promote the use of Government funds for implementation</li> </ul>				✓	✓	10,000
<b>4.4 Develop institutions and processes for geographic targeting</b>							
	<ul style="list-style-type: none"> <li>use 2008 census and 2009 CSES to develop a new district-level poverty map in 2010</li> </ul>					✓	2,000,000
<b>Target 5: Develop MOP capacities to prioritize and mainstream gender issues in planning and gender equity in NSDP implementation</b>	<b>5.1 Promote gender mainstreaming in planning systems</b>						
	<ul style="list-style-type: none"> <li>conduct regular meeting of MOP gender working group</li> </ul>	✓	✓	✓	✓	✓	5,000
	<ul style="list-style-type: none"> <li>promote gender mainstreaming in the planning cycle</li> </ul>	✓	✓	✓	✓	✓	
	<b>5.2 Develop capacity to mainstream gender in planning systems by conducting cascade training from national to decentralized levels</b>						
	<ul style="list-style-type: none"> <li>ToT to MOP GMAG members</li> </ul>		✓	✓	✓	✓	6,000
	<ul style="list-style-type: none"> <li>provide gender awareness training to MOP staff</li> </ul>		✓	✓	✓	✓	4,000
	<ul style="list-style-type: none"> <li>provide gender awareness training to planning staff at sub-national level</li> </ul>			✓	✓	✓	40,000
	<b>5.3 Prepare and implement a gender mainstreaming action plan</b>						
	<ul style="list-style-type: none"> <li>Prepare gender mainstreaming action plan</li> </ul>		✓				30,000
<ul style="list-style-type: none"> <li>Implement gender mainstreaming action plan</li> </ul>			✓	✓	✓		
<b>Objective 2: To monitor and evaluate progress towards NSDP implementation and NSDP / CMDG outcomes</b>							

Objectives/Targets	Activities	Time frames					Budget Estimates (US\$)
		2006	2007	2008	2009	2010	
<p><b>Target 6:</b> Information on NSDP Implementation and NSDP / CMDG outcomes is collected, analyzed and reported in a full and timely fashion</p> <p><i>(working with regular reports from sector Ministries and relevant institutions; and with NIS)</i></p>	<b>6.1 Refine and implement NSDP monitoring framework in collaboration with NIS and line ministries / agencies / TWGs</b>						
	<ul style="list-style-type: none"> <li>establish mechanisms for monitoring of resources aligned to NSDP priority by close coordination between four central agencies (MOP, MEF, CDC/CRDB, SNEC).</li> </ul>		✓	✓	✓	✓	5,000
	<ul style="list-style-type: none"> <li>reviewing line agencies' reports against NSDP priorities to monitor the progress on the implementation of NSDP-related actions and status of core indicators.</li> </ul>		✓	✓	✓	✓	4,000
	<ul style="list-style-type: none"> <li>coordinate with relevant agencies to ensure accessibility to resources committed to NSDP priorities.</li> </ul>		✓	✓	✓	✓	
	<ul style="list-style-type: none"> <li>create closer working relations between central and sub national levels within MOP in terms of sharing NSDP- related information, data, reports, and training activities.</li> </ul>		✓	✓	✓	✓	7,000
	<ul style="list-style-type: none"> <li>conduct meetings / workshop on NSDP monitoring (incl. the provinces)</li> </ul>		✓	✓	✓	✓	80,000
	<b>6.2 Conduct CMDG / NSDP evaluations and policy analysis</b>						
	<ul style="list-style-type: none"> <li>develop schedule of rotating thematic / goal-specific modules (e.g. health in 2007 APR, reflecting 2005 CDHS; demographic trends in 2009 APR, reflecting 2008 census; poverty profile / CMDG Update in 2009 APR, reflecting CSES 2008) in Annual Progress Reports (depending on (i) issues emerging from monitoring data on shortfalls on progress (ii) availability of detailed data from survey / census in previous year (iii) emerging challenges)</li> </ul>		✓	✓	✓	✓	500,000
	<ul style="list-style-type: none"> <li>carry out additional selected policy impact assessment studies on areas of concern regarding NSDP implementation, if necessary, in collaboration with external partners; prepare, publish and disseminate reports and policy briefs in support of informed policy making</li> </ul>		✓	✓	✓	✓	12,000

Objectives/Targets	Activities	Time frames					Budget Estimates (US\$)
		2006	2007	2008	2009	2010	
	<b>6.3 Combine core monitoring (6.1) and selected annual evaluation / analysis (6.2) in NSDP Annual Progress Report</b>						
	▪ conduct meetings/workshops on NSDP APR		✓	✓	✓	✓	40,000
	▪ print and publish the NSDP APR		✓	✓	✓	✓	60,000
<b>Target 7:</b> Generate mandatory reports required for international monitoring process, based on NSDP monitoring data and reporting formats	<b>7.1 Ensure NSDP APR can be submitted as LDC report (RGC commitment under Brussels agreement) and MDG report</b>						
	▪ prepare LDC report based on NSDP-APR		✓	✓	✓	✓	
	▪ participate in LDC meeting, workshop and conference		✓	✓	✓	✓	
	<b>7.2 Engage in major national analytical exercises conducted by other stakeholders</b>						
	▪ National / Cambodian Human Development Report (N/CHDR)		✓	✓	✓	✓	30,000
	▪ World Bank Reports to CDCF meetings		✓	✓	✓	✓	
	▪ Global State of the World Population Report		✓	✓	✓	✓	
<b>Target 8:</b> Develop capacities of MOP staff (NSDP Secretariat and GDP staff to ensure effective implementation and monitoring of NSDP, NIS staff through workshops and on-the-job-training	<b>8.1 Improve capacity of MOP staff in poverty and macroeconomic analysis and related subjects</b>						
	▪ involve in internal and external training on poverty and macroeconomic analysis and planning formulation etc.		✓	✓	✓	✓	500,000
	▪ Strengthen capacity of MOP officer in monitoring, evaluating and reporting of the NSDP implementation and policy impact assessment through trainings, field visits ...	✓	✓	✓	✓	✓	600,000
	<b>8.2 Conduct TOT on identification of poor households and training on the computerized system for management of data on poor households</b>						
	▪ Conduct TOT on identification of poor households for MOP staff	✓	✓				5,000
▪ Conduct TOT on computerized system for management of data poor households		✓	✓	✓	✓	5,000	

Objectives/Targets	Activities	Time frames					Budget Estimates (US\$)
		2006	2007	2008	2009	2010	
	<b>8.3</b> Develop capacities of MOP, line ministries and provincial staff (through training etc.) to align sector strategies with NSDP (see 2.1)						
	<ul style="list-style-type: none"> <li>Conduct SWAps training for MOP, line ministries and provincial staff to align sector strategies with NSDP.</li> </ul>		✓	✓	✓	✓	120,000
<b>Objective 3: Ensure MOP and its partners implement actions required under the Harmonization, Alignment and Results (HAR)-agenda</b>							
<b>Target 9:</b> Ensure allocation of Government and donor resources to MOP align with NSDP priorities	<b>9.1</b> Fulfill commitments under TWG-PPR and MOP functions assigned under RGC's Harmonization and Alignment Declaration and Action Plan						
	<ul style="list-style-type: none"> <li>prepare MOP strategic plan and Annual review of MPSP</li> </ul>	✓	✓	✓	✓	✓	15,000
	<ul style="list-style-type: none"> <li>align resources to implement NSDP</li> </ul>		✓	✓	✓	✓	1,000
	<ul style="list-style-type: none"> <li>prepare report for GDCC-meetings</li> </ul>		✓	✓	✓	✓	2,000
	<ul style="list-style-type: none"> <li>facilitation of TWG-PPR</li> </ul>		✓	✓	✓	✓	
	<ul style="list-style-type: none"> <li>Cooperate to implement JMIs of TWG-PPR</li> </ul>		✓	✓	✓	✓	
<b>Objective 4: Develop high-quality NSDP 2011-2015 in a comprehensive and timely manner</b>							
<b>Target 10:</b> Streamline MOP activities towards NSDP functions during implementation of MPSP	<b>10.1</b> Progressively re-align MOP activities clearly with NSDP functions						
	<ul style="list-style-type: none"> <li>phase out activities which are not NSDP priorities</li> </ul>				✓	✓	
	<ul style="list-style-type: none"> <li>develop capacity to take on activities which are important to NSDP (e.g. with MEF, develop capacity to analyze macroeconomic framework consistency to NSDP)</li> </ul>			✓	✓	✓	
	<ul style="list-style-type: none"> <li>assess the outcomes of the NSDP 2006-2010 implementation and prepare NSDP 2011-2015.</li> </ul>				✓	✓	
	<ul style="list-style-type: none"> <li>conduct meetings on NSDP 2011-2015 preparation</li> </ul>				✓	✓	20,000
	<ul style="list-style-type: none"> <li>conduct consultative workshop on NSDP 2011-2015 (3W5)</li> </ul>				✓	✓	60,000

Objectives/Targets	Activities	Time frames					Budget Estimates (US\$)
		2006	2007	2008	2009	2010	
	<b>10.2 Strengthen international cooperation within MOP</b>						
	<ul style="list-style-type: none"> <li>review bilateral and multilateral cooperation and provide policy recommendations.</li> </ul>		✓	✓	✓	✓	
	<b>10.3. Perform an annual review of the MPSP</b>						
	<ul style="list-style-type: none"> <li>review annual achievement of MPSP</li> </ul>			✓	✓	✓	44,000
<b>Target 11:</b> NSDP (2011-2015) signed by King by end December 2010	<b>11.1 Identify roles, responsibilities, schedule of processes, resources (HR, other MOP capacity development, TA inputs) needed for preparation of next NSDP</b>						
	<ul style="list-style-type: none"> <li>Establish roles, responsibilities, schedule of processes, resources (HR, other MOP capacity development, TA inputs) needed for preparation of next NSDP</li> </ul>				✓	✓	
	<ul style="list-style-type: none"> <li>Print and publish NSDP 2011-2015</li> </ul>					✓	65,000
	<ul style="list-style-type: none"> <li>launch the NSDP 2011-2015</li> </ul>					✓	15,000
<b>Objective 5: Strengthening Local Development Planning Process</b>							
<b>Target 12:</b> Improve the capacity of provincial planning officers	<b>12.1</b> Provide guidance on provincial/municipality strategic development plan process (PSDP)	✓	✓	✓	✓	✓	
	<b>12.2</b> Develop the capacity of Provincial/ Municipality officers to manage the commune/ Sangkat database (CDB)	✓	✓	✓	✓	✓	150,000
	<b>12.3</b> Develop the capacity of Provincial/ Municipality officer to prepare and analyze the commune/Sangkat profile; district/Khan profile and provincial profile	✓	✓	✓	✓	✓	80,000
	<b>12.4</b> Develop the capacity of Provincial/ Municipality officer to support the formulation of commune/Sangkat strategic development program	✓	✓	✓	✓	✓	150,000

Objectives/Targets	Activities	Time frames					Budget Estimates (US\$)
		2006	2007	2008	2009	2010	
	<b>12.5</b> Develop the capacity of Provincial/ Municipality officer to manage the commune/Sangkat development planning database (CDPD)	✓	✓	✓	✓	✓	
	<b>12.6</b> Develop the capacity of Provincial/ Municipality officer to support the preparation of the district integration workshop (DIW) process	✓	✓	✓	✓	✓	150,000
	<b>12.7</b> Develop the capacity of Provincial/ Municipality officer to monitor and assess the implementation of commune/ Sangkat planning process	✓	✓	✓	✓	✓	160,000
<b>Target 13:</b> Improve the capacity of district planning officers	<b>13.1</b> Provide guidance on district/Khan development plan	✓	✓	✓	✓	✓	
	<b>13.2</b> Analyze the district/Khan profile	✓	✓	✓	✓	✓	
	<b>13.3</b> Participate in and support the commune/Sangkat planning process	✓	✓	✓	✓	✓	150,000
<b>Target 14:</b> Strengthening the capacity of national working group on local planning process	<b>14.1</b> Enhance the capacity of the national working group on relevant concept of best practices in local planning process	✓	✓	✓	✓	✓	40,000
	<b>14.2</b> Improve and support the formulation and implementation of local planning process	✓	✓	✓	✓	✓	120,000
	<b>14.3</b> Cooperate with relevant stockholders to support the provincial/municipal and district/Khan policy within the decentralization and de-concentration context	✓	✓	✓	✓	✓	
<b>Objective 6: Coordinate and improve national statistical system and NIS institutional capacity</b>							
<b>Target 15:</b> Improved statistical governance	<b>15.1</b> Statistical legislation framework fully elaborated and enacted	✓	✓				800,000
	▪ Sub decree on designated official statistics approved by the SAC, Council of Ministers and enacted.	✓	✓				
	▪ Line ministry statistical units comply with data sharing of official designated statistics with to NIS.	✓	✓	✓			

Objectives/Targets	Activities	Time frames					Budget Estimates (US\$)
		2006	2007	2008	2009	2010	
	<ul style="list-style-type: none"> <li>Legally binding procedures in place for protecting confidentiality of data and prosecuting repeated non-compliance to official data requests.</li> </ul>	✓	✓	✓			
<b>Target 16:</b> Improved coordination throughout the national statistical system	<b>16.1</b> Statistical Advisory Council and Statistical Coordination committee meet six and three months respectively and coordinated standards and procedures.	✓	✓	✓	✓	✓	10,000
	<ul style="list-style-type: none"> <li>National statistical and dissemination standards developed and deployed in consultation with data providers and data users</li> </ul>	✓	✓	✓			
<b>Objective 7: National statistical system is timely, relevant and responsive</b>							
<b>Target 17:</b> Improve NIS statistical service statistical coverage and data definitions to meet national reporting requirements	<b>17.1</b> Conduct General Population Census 2008	✓	✓	✓	✓	✓	6,000,000
	<b>17.2</b> 2008 Census data & results will be released widely through website and CDROM & yearbook,	✓	✓	✓	✓	✓	25,000
	<b>17.3</b> Continuous household survey producing coffee estimates of private consumption from national accounts and annual estimates of the poverty line headcount rate.	✓	✓	✓	✓	✓	2,100,000
	<b>17.4</b> Quarterly national accounts published	✓	✓	✓	✓	✓	125,000
	<b>17.5</b> Consumer price index	✓	✓	✓	✓	✓	250,000
	<b>17.6</b> Indices of agricultural and industrial production	✓	✓	✓	✓	✓	550,000
	<b>17.7</b> Labour force statistics and labour cost index	✓	✓	✓	✓	✓	200,000
	<b>17.8</b> Annual estimates of poverty headcount rate published		✓	✓	✓	✓	80,000
	<b>17.9</b> Producer and agricultural commodity price indices		✓	✓	✓	✓	225,000
	<b>17.10</b> Socio-economic 5 yearly survey				✓	✓	1,400,000

Objectives/Targets	Activities	Time frames					Budget Estimates (US\$)
		2006	2007	2008	2009	2010	
	17.11 Establishment survey conducted	✓	✓	✓	✓	✓	1,500,000
	17.12 Demographic and health survey conducted 2010				✓	✓	1,200,000
	17.13 Economic and social data collection	✓	✓	✓	✓	✓	750,000
	17.14 CAMinfo	✓	✓	✓	✓	✓	250,000
	17.15 Agricultural census conducted				✓	✓	300,000
<b>Objective 8: Improved and informed and increased use of official statistics</b>							
<b>Target 18:</b> Improved access to national official statistics	18.1 Creation of national statistical data warehouse	✓	✓	✓			100,000
	18.2 Access to the statistical data warehouse available through online micro-analytical processing software, (SuperStar) or offline through CAMInfo and through microdata dissemination is upon is request or through the data users centre.	✓	✓	✓			250,000
	18.3 Improved metadata and report dissemination through the revamped NIS website.	✓	✓	✓			100,000
<b>Target 19:</b> Improved understanding of statistical data and its use and manipulation for policy development, targeting and prioritisation.	19.1 Extension of NIS virtual private network to line ministry statistical units to provide Internet access to national statistical data warehouse		✓	✓			200,000
	19.2 Training out-reach to line ministries and NGO development actors on utilisation of offline data resources (CamInfo Verion 3) and online data resources (SuperSTAR).	✓	✓	✓			160,000
	19.3 Establishment staffing and training of statistical analysis department within NIS.	✓	✓	✓			300,000

**ANNEX II**

**LIST OF PARTICIPANTS OF MOP RETREAT TO ELABORATE  
A MOP STRATEGIC PLAN (SIHANOUK VILLE, OCTOBER 2006)**

MOP representatives:

- H.E. Ou Orhat Secretary of State, Ministry of Planning
- H.E. Tuon Thavrak Director General, Ministry of Planning
- Ms. Heang Siek Ly Deputy Director General, Ministry of Planning
- Ms. Khiev Bory Deputy Director General, Ministry of Planning
- Mr. Chea Chantum Director of Social Planning Department, Ministry of Planning
- Mr. Theng Pagnathun Director of Public Investment Department, Ministry of Planning
- Mr. Vy Heang Director Department of NIS, Ministry of Planning
- Mr. Mam Marady Director of General Planning Department, Ministry of Planning
- Mr. Huy Sothykun Deputy Director of Economic Planning Dept., Ministry of Planning
- Mr. Reth Rung Raksar Deputy Director of International Cooperation Dept., Ministry of Planning
- Mr. Poch Sovanndy Deputy Director of General Planning Dept., Ministry of Planning
- Ms. Chou Putheany Deputy Director of Social Planning Dept., Ministry of Planning
- Mr. Va Sophal Vice Chief Bureau of Social Planning Dept., Ministry of Planning
- Dr. Hildegard Lingnau Advisor to Ministry of Planning

EDP representatives:

- Dr. Tim Conway World Bank
- Mr. Sok Vanna UNFPA
- Mr. Hong Sokheang UNDP

**SUB-DECREE NO. 55 SD.ES ON THE ORGANIZATION  
AND  
FUNCTIONING OF THE MOP**

**KINGDOM OF CAMBODIA  
NATION RELIGION KING**

**Royal Government of Cambodia No: 55 SD. ES**

**SUB-DECREE  
ON THE ORGANIZATION AND THE FUNCTIONING  
OF  
THE MINISTRY OF PLANNING**

**THE ROYAL GOVERNMENT OF CAMBODIA**

- Had seen the constitution of the Kingdom of Cambodia I
- Had seen the Royal decree dated 24 September 1993 on the appointment of the First and Second Prime Minister.
- Had seen the Royal decree dated 1 November 1993 on the appointment of the royal government of Cambodia.
- Had seen the Krom No 02.NS/94 dated 20 July 1994 on the organization and the functioning of the Council of Ministers.
- Had seen the Royal decree No 1094/83/NS.RD. dated 24 October 1994 and the Royal decree No 1 094/90.NS.RD. dated 31 October 1994 on the adjustment of the Royal Government Body.
- Had seen the Krom No 0196/11/NS.RK. dated 24 January 1996 on the establishment of the Ministry of Planning.
- Had seen the Royal decree No 0897/147/CS.RD. dated 07 August 1997 on the adjustment of the Government's body of the Kingdom of Cambodia.
- Had seen the sub-decree No 20.SD.ES dated 30 April 1996 on the Organization and the Functioning of the Ministries and Secretariat of state.
- According to the proposal of the Ministry of Planning.
- According to the approval of the Council of Ministers at the meeting dated 18 September 1997.

## **DECIDES**

### **CHAPTER I**

#### **GENERAL PROVISION**

*ARTICLE 1:* This Sub-decree is to organize the Ministry of Planning's entities and determine all tasks and roles of the directorates and departments of the Ministry.

### **CHAPTER 2**

#### **MISSIONS AND ORGANIZATION**

*ARTICLE 2:* Ministry of Planning is assigned by the Royal Government of Cambodia to be responsible for guidance and managing socioeconomic development planning and statistics in the Kingdom of Cambodia.

*ARTICLE 3:* Ministry of Planning has the following roles and responsibilities:

- To act as the Government arm in formulation of concepts, strategies, policies, and in determining priorities for national development in order to ensure the sustainability and balance between development equity and social justice and between economic development, and social and culture development, between urban and rural areas, between exploitation and regeneration of natural resources and between development and environment protection.
- To guide and manage methodologies and procedures used in the formulation of socioeconomic development plans according to the decentralized system in the whole country.
- To prepare long, medium, and short term plans and National programmes by coordinating with all relevant Ministries/Institutions in order to ensure consistency among socioeconomic sectors and among provinces and regions in the whole country.
- To monitor the implementation of Plans, National Programs and Projects in all sectors, make assessments and propose measures to correct those plans and programmes as needed.
- To work with concerned Ministries/Institutions in formulating strategies and policies and identifying priorities for investment both public and private in order to efficiency and maximizing the use of both internal and external potentials resources.
- To collaborate with Ministry of Economy and Finance in fixing the amount and in allocating annual budget for Public Investment.
- To work with relevant Ministries/Institutions to formulate strategic, policies, and identify priorities in order to ensure that the socioeconomic, technological and cultural cooperation with foreign countries are consistent with the national development objectives and policies.
- To work with relevant Ministries/Institutions to formulate demographic policies and plan of action about balanced distribution of manpower to ensure socioeconomic development and national defense purposes.
- To conduct necessary surveys and studies in the implementation of its tasks.

- To manage economic, social and demographic statistical information in the Kingdom of Cambodia.
- To manage National statistical system following the guidance of the use of statistical standard classifications and modal table in full-filling and collecting statistical information.
- To guide the implementation of unified methodologies and calculation statistical data formula in the whole country.
- To prepare census and surveys methodologies and conduct demographic socioeconomic census and surveys in Cambodia.
- To provide assistance in terms of methodologies and techniques or conduct census and surveys in other subjects or sectors upon request of data users.
- To compile and produce national account, CPI, and statistical year book regularly.
- To exchange statistical information with other statistical agencies of the countries in the region, in the world and with national and international organizations.
- To carry out other tasks that are assigned and entrusted by the Prime Ministers.

ARTICLE 4: Ministry of Planning has its organization as follows:

**A- At the central level**

- General Directorate of Planning which consists of:
  - General Planning Department.
  - Economic Planning Department.
  - Social Planning Department.
  - Investment Planning Department.
  - International Relation Department.
- National Institute of Statistics which consists of:
  - General Statistics Department
  - Economic Statistics Department .Social Statistics Department
  - Demographic Statistics Census and Survey Department
  - Directorate of Inspection -Cabinet of Minister
- Personnel Department
- General Administrative Department
- Supply and Financial Department

**B- Local level**

- Provincial Planning Departments

### CHAPTER 3

#### GENERAL DIRECTORATE OF PLANNING

ARTICLE 5: In performing the Ministry's task, the General Directorate of Planning has the following roles:

- Ensure consistency in socio-economic development by coordinating with all sector development plans, programs and projects prepared by

Ministries, State Secretariats, relevant Agencies and Provinces and Municipalities.

- Monitor the implementation of Plans and Programs in collaboration with Line Ministries/Secretariat of State / Provinces and Municipalities, report and provide comments to the Minister and report and request approval from the Royal Government.
- Coordinate with Line Ministries/Secretariat of State, Provinces and Municipalities and National Institute of Statistics in preparing trimester, semester, third quarterly and annual report about socioeconomic situation to the Government.

General Directorate of Planning is directed by a Director General and assisted by Deputy Director General as needed.

General Directorate of Planning consists of 5 Departments each directed by a Director of department and assisted by Deputy Director as needed.

*ARTICLE 6:* General Planning Department is responsible for:

- Formulating the concept, strategies, plan and program for short, medium and long term socioeconomic development by coordinating with the other departments in the General Directorate of Planning.
- Analysing and forecasting the overall situation of the macroeconomic growth in the whole country; advising and targeting for socioeconomic development regularly.
- Preparing strategies, policies and plans in the macroeconomic sectors including: National Account, Inventory, Balance of Payment, Monetary and Financial institution.

*ARTICLE 7:* Economic Planning Department is responsible for:

- Analysing and forecasting the overall situation of the economic growth in the country; advising and targeting for Economic development on a regular basics.
- Preparation of strategies, policies and plans in the economic sectors including: Agriculture, Forestry and Fishery, Industry, Telecommunication, Transportation, Commerce, Tourism, Construction and Environment.

*ARTICLE 8:* Social Planning Department is responsible for:

- Analysing and forecasting the overall situation of the social development section and demography in the whole country; advising and targeting for social development on a regular basics.
- Preparing strategies, policies and plans in the social sectors including: Employment and unemployment, demography, education and training, human resource development, community development, poverty alleviation, housing, health, nutrition, social and labour affairs, culture, gender and fine arts, religion and information.

*ARTICLE 9:* Investment Planning Department is responsible for:

- Analysing and forecasting the overall situation of the investment sectors, advising public and private investment and targeting the investment to be consistent with the development objective of the country.
- Preparing investment strategies for short, medium and long term.
- Determining the priority in the capital allocation by sectors.

- Monitoring the draft of public investment project of Line Ministries and other institutions.
- Preparing the annual public investment programme.
- Participating in the bidding Committee of all public investment projects.
- Monitoring and evaluating of the implementation of public investment program.

*ARTICLE 10:* International Relation Department is responsible for:

- Analysing and forecasting the overall situation of the economic cooperation with foreign countries, international organizations and non-governmental organizations; provide comments and necessary measures to reorient the socioeconomic, cultural and technology cooperation, with foreign countries in consistence with the objectives development country.
- Ensuring information exchange cooperation and coordination in the planning framework for socioeconomic development with the foreign countries as needed.
- Coordinating socioeconomic cooperation, culture and technology science with foreign countries according to the government assignment, such as economic cooperation among the countries in Great Mekong Sub-region (GMS).

## **CHAPTER 4**

### **NATIONAL INSTITUTE OF STATISTICS**

*ARTICLE 11:* - The National Institute of Statistics has the functions performing all of the Ministry's task in the conduct of census, socioeconomic and demographic surveys. This includes compiling and advising on how to use the statistic data classification, figure and data calculation methodology; collecting and disseminating data on the situation of socioeconomic growth in Cambodia.

- Collaborating with the National Institute of Statistics Units in the region and in the world for exchange of statistical information; training statistic officer in order to develop the Cambodia statistical system.
- The National Institute of Statistics is directed by a Director General designated by the Royal decree and assisted by Deputy Director as needed.
- The National Institute of Statistics is composed of 4 departments and each department will be led by a Director of department and assisted by Deputy Director as needed.

*ARTICLE 12:* General Statistics Department is responsible for:

- Coordinating statistic data with the other departments under the national institute of statistics in order to compile the national account of Cambodia.
- Collecting the information of Consumer Price Index and services, and compile monthly, trimester, semester, third quarterly and annual report on the consumer price Index and services.
- Compiling, disseminating and advising on information classification, figures and collecting statistical information from the state and private institutions and other public institutions in order to compile as a national statistic data.

*ARTICLE 13:* Economic Statistic Departments responsible for:

- Collecting and compiling the primary data on agriculture, forestry and fishery, industry, commerce, construction, telecommunication, transport, tourism and environment.
- Study research and cooperation with the relevant institutions in organizing and conducting census, survey and data collection, compiling and analysing statistical information of agriculture, forestry and fishery, industry, commerce, construction, telecommunication, transport, tourism and environment.

**ARTICLE 14:** Social Statistics Department responsible for:

- Collecting and compiling the primary data on social affairs, education, health, information and culture.
- Study research and cooperation with the relevant institutions in organising and conducting census, survey, data collection, compiling and analysing statistical information of social affairs, education, health, information and culture.

**ARTICLE 15:** Statistics Demography census and survey Department responsible for:

- Conducting census, survey, data collection, compile and the statistics demography management.
- Cooperating in organising census and surveys in other subjects according to the suggestion of other institutions and the request of data users.
- Statistic skill training for central and local officers, according to the work requirement.

## **CHAPTER 5**

### **DIRECTORATE OF INSPECTION**

**ARTICLE 16:** Directorate of Inspection of the Ministry of Planning is responsible for:

- Inspecting all units under the Ministry of Planning.
- Reporting to the Minister about operation of the departments inspected and about the performance measures to adjust those departments if necessary.
- Operate and function according to the Minister's directives.

The Directorate of Inspection is headed by a General Director and assisted by deputy general directors as needed.

## **CHAPTER 6**

### **CABINET OF MINISTER**

**ARTICLE 17:** The Cabinet of Minister is responsible for .all of the Ministry's task following the edict of the sub-decree No 20 S.D dated 30 April 1996 as mentioned above on the organization and the functioning of the Ministries and Secretariats.

## **CHAPTER 7**

### **ADMINISTRATION AND FINANCE**

**ARTICLE 18:** General Administrative Department is responsible for:

- Coordinating all activities at the central level and between central and local level of the Ministry of Planning.

- Management and distribution of the Ministry's documents.
- Ensuring effective and safe administration.
- Reviewing and reporting on all activities of the Ministry.
- Documentation and library.

**ARTICLE 19:** Supply and Finance Department responsible for:

- Meeting requirements, preparation of the expenditure program, repairing tools and facilities of the Ministry.
- Managing the fixed assets, mobile assets, stock and inventory.
- Managing garage and state vehicles provided to the Ministry, formulating expenditure program and gasoline and spare parts distribution.
- Receiving and distributing materials to the provincial municipal planning office.
- Informatics, financial activities and charge account.
- Proposing the Ministry's budget and monitoring its operation. -Collecting and coordinating budgets.
- Monitoring of special account management.
- Collecting and coordinating all the expenditures of the Ministry. -Collecting appropriate income according to the financial law.

**ARTICLE 20:** Personnel Department is responsible for:

**A- Personnel**

- Administration management of civil servants of the Ministry in coordination with the Secretariat of State of Public Function.
- Preparing all administrative letters for career management.
- Programming of skill position and improving human resources of the Ministry.
- Evaluating the needs for skill training of the civil servants.
- Preparing the primary training policy in collaboration with the Secretariat of State of Public Function in order to continue the implementation of those policies.
- Managing the statistics of civil servants and operation informatics form.
- Managing social action programmes of the Ministry.

**B- Training**

- Planning and Statistics training center is responsible for:
- Organising the recruitment and training on Planning and Statistics skills. - Organising the retraining and improvement courses for the civil servants of the Ministry.

**CHAPTER 8**  
**AT LOCAL LEVEL**

**ARTICLE 21:** Provincial and Municipal Planning offices are responsible for implementing and coordinating the Ministry's task at local level.

**CHAPTER 9**  
**FINANCIAL INSPECTION UNIT**

*ARTICLE 22:* The Financial Inspection unit was created by the Minister of Finance and Economy, according to Sub-decree No 81 dated 16 November, 1995 about the creation of the Financial Inspection Unit on Ministries expenditures.

**CHAPTER 10**  
**FINAL PROVISION**

*ARTICLE 23:* The Organization and the Functioning of the Ministry at central administration, from the deputy of department down to the lower level must be declared by the Minister of Planning declaration.

*ARTICLE 24:* All provisions that contrast with this sub-decree must be considered invalid.

*ARTICLE 25:* The Co-Ministers of Council of Ministers, Minister of Ministry of Planning, all the concerned Ministers and Secretary of States must be responsible for carrying out this Sub-decree respectively on their own tasks.

*ARTICLE 26:* This Sub-decree promulgated from the signing date.

Phnom Penh, 23 September, 1997  
Signed and Sealed

First Prime Minister

Second Prime Minister

**Oung Hout**

**Hun Sen**

**To:**

- The First Prime Minister
- The Second Prime Minister

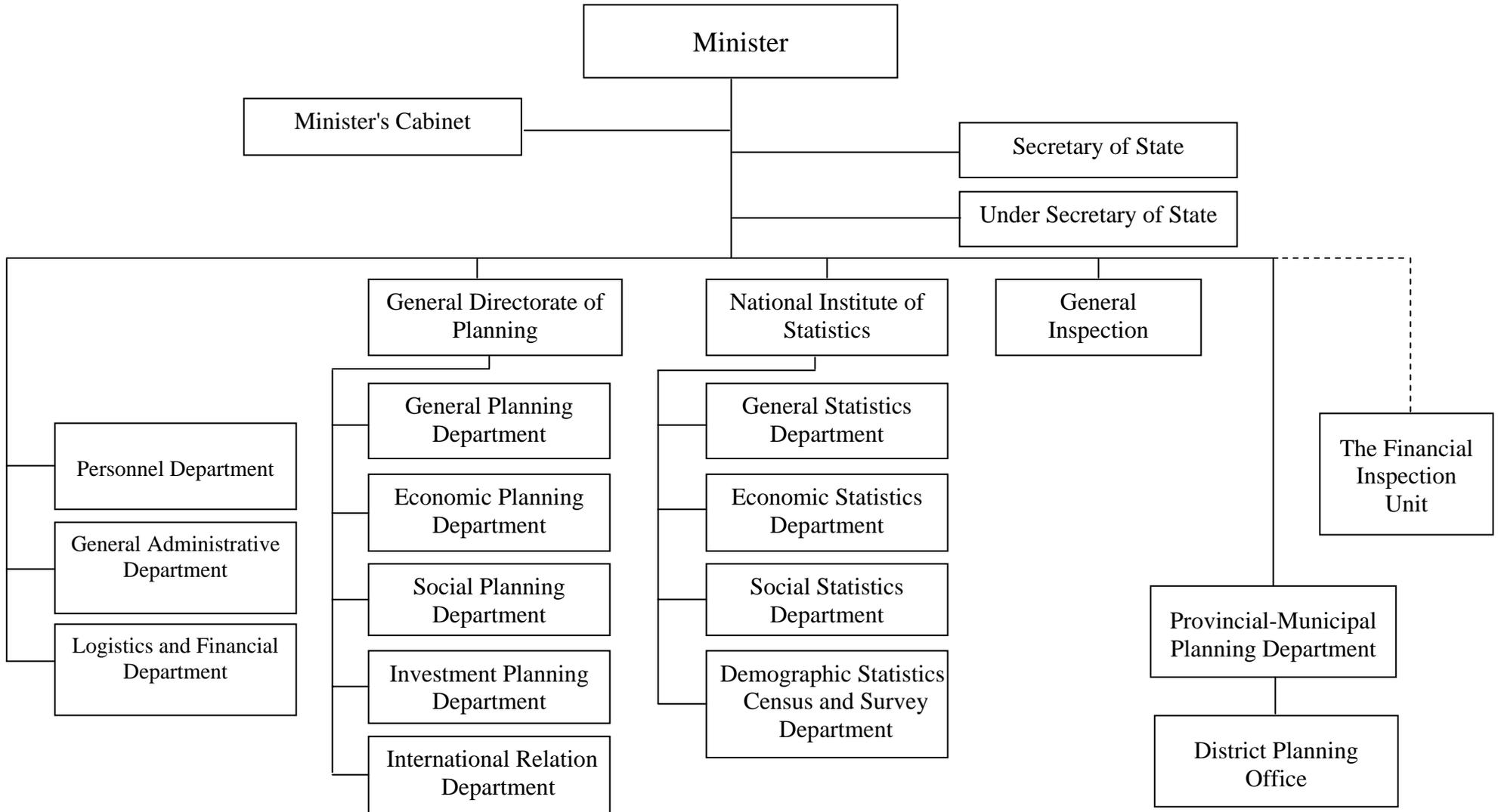
Minister of Planning

**CHEA CHANTO**

**C.C.**

- Cabinet of the King.
- Secretariat of National Assembly.
- Cabinet of the First Prime Minister.
- Cabinet of the Second Prime Minister.
- All Ministries and Institutions at central level.
- All Provinces and Municipalities.
- As Article 25.
- Documentation.

MOP ORGANIZATION CHART



**ANNEX V****NSDP MONITORING INDICATORS**

Core indicators		Included (Y=yes, N=no)	Responsible institution	Source*
<b>Eradicate – Poverty &amp; Hunger</b>				
1	Poverty levels % of population -- 2004 -- in 59% of country covered by 1993/94 survey	N		
2	Poverty levels % rural population -- 2004 -- in areas covered by 1993/94 survey	N		
3	People below food poverty line % -- 2004 -- in areas covered by 1993/94 survey	N		
<b>Enhance Agricultural Production and Diversification</b>				
4	Paddy yield per hectare (tons)	Y	MAFF	MAIS
5	Irrigated area – including supplemental irrign., (% of rice area)	Y	MAFF	MAIS
6	Land Reforms: Land Titles to farmers -- % of Total agri. land	Y	MLMUPC	MAIS
<b>Improvements in Health</b>				
7	Infant Mortality Rate per 1,000 live births	N		
8	> 5 Mortality Rate per 1,000 live births	N		
9	Maternal Mortality per 100,000 live births	N		
10	Births attended by skilled health personnel -- %	Y		
11	HIV/AIDS prevalence, % of adults 15-49	Y	NAA	MAIS
12	Malaria Cases - fatality %	Y	MOH	MAIS
13	TB smear positive cases, per 100,000	Y	MOH	MAIS
14	Married women using modern birth spacing methods (%)	Y	MOH	MAIS
15	% of health facilities providing reproductive health services	Y	MOH	MAIS
<b>Improvements in Education (*)</b>				
16	Net Enrolment: Primary Schools -- Total; Boys; Girls --%	Y	MOEYS	MAIS
17	Net Enrolment: Lower Sec. Schools --Total; Boys; Girls -- %	Y	MOEYS	MAIS
18	Survival rate % : 1-6:	Y	MOEYS	MAIS
19	Survival rate % : 1-9:	Y	MOEYS	MAIS
20	6-14 years out of school (%)	N		
<b>Rural Development</b>				
21	Rural Roads rehabilitated – Kms (out of total 28,000)	Y	MRD	MAIS
22	Safe Drinking water access -- % rural population	N		
23	Sanitation access -- % rural population	N		
<b>Environmental Sustainability (*)</b>				
24	Forest Cover -- % of total area	Y	MAFF	MAIS
25	Fuel Wood dependency: Households -- %	N		
26	Access to safe water supply -- % of urban population	Y	MIME	MAIS
27	Access to improved sanitation -- % or urban population	Y	MIME	MAIS
<b>Gender Equity (*)<sup>3</sup></b>				
28	Mainstream gender in all spheres	Y	MOWA	MAIS
a)	Concerned ministries/agencies have formulated their gender mainstreaming Action Plan	Y	MOWA	MAIS
b)	Concerned ministries/agencies have implemented their gender mainstreaming Action plan	Y	MOWA	MAIS
29	Female share of wage employment -- agriculture, industry, services (%)	N		
30	Level of awareness that violence against women is wrongful and a crime (%)	Y	MOWA	MAIS
<b>Reforms</b>				
31	Accelerate Governance Reforms	N		
a)	Finalize and approve Anti-corruption Law, based on best international practices	Y	MNASRI, COM	
b)	Prepare and submit for National Assembly approval a set of Organic Laws on democratic development at sub-national levels	Y	IMC	
<b>Sustain high Macro-Economic Growth (*)</b>				
32	Annual GDP Growth at constant prices - %	Y	NIS	MAIS
33	Per Capita GDP at constant prices (000 Riels)	Y	NIS	MAIS
34	Rate of Inflation %	Y	NIS	MAIS
<b>Improve Budget Performance</b>				
35	Total Government budget revenues - % of GDP	Y	MEF	MAIS
36	Total Government budget expenditure -- % of GDP	Y	MEF	MAIS
<b>Accelerate Industrial Growth &amp; Employment</b>				
37	Annual Growth in manufacturing - constant prices (%)	Y	MIME	MAIS
38	Working children aged 5-17 years -- %	N		
<b>Tourism</b>				
39	Annual Tourist arrivals nos -- 000s	Y	MOT	MAIS
<b>De-mining, Victim Assistance (*)</b>				
40	Casualties (deaths and injuries) nos.	Y	CMMA	MAIS
41	Area affected cleared of mines and UXOs -- %	Y	CMMA	MAIS
<b>Infrastructure</b>				
42	Length of paved roads (primary & secondary) out of 11,310- kms	Y	MPWT	MAIS
<b>Energy</b>				
43	Per capita use of electricity - Kwh	Y	MIME	MAIS

Note: MAIS= Ministry/Agency's Administrative Information System

**GLOSSARY OF TERMS AND CONCEPTS**

APR	Annual Progress Report
Brussels Declaration	The Programme of Action for the Least Developed Countries adopted by the Third United Nations Conference on the Least Developed countries in Brussels on 20 May 2001. <a href="http://www.unctad.org/en/docs/acont191d11.en.pdf">http://www.unctad.org/en/docs/acont191d11.en.pdf</a>
Capacity building	was viewed mainly as a technical process, involving the simple transfer of knowledge or organizational models from North to South.
Capacity development	(according to the Paris Declaration) is a necessarily endogenous process, strongly led from within the country, with donors playing a supporting role.
CDC	Council for the Development of Cambodia (i.e. the RGC institution being in charge of aid coordination management)
CDCF	Cambodia Development Cooperation Forum
CDHS	Cambodia Demographic and Health Survey (2000 and 2005)
CHDR	Cambodia Human Development Report
CMDG	The Cambodian Millennium Development Goals: a set of socio-economic development goals adapted from the global MDGs, with associated measurable targets, to be achieved by 2015. They comprise 9 goals and 25 sub- goals. For further details see annex 1.1 in NSDP.
CRDB/CDC	The Cambodian Rehabilitation and Development Board of the Council for the Development of Cambodia is the focal point within RGC for the mobilization and coordination of ODA.
CSES	The Cambodia Socio-Economic Survey: a multi-purpose national household sample survey executed by NIS, which is the source of official estimates on poverty and other socio-economic indicators.
DAC	Development Co-operation Directorate of the OECD
DHS	Demographic and Health Survey
EDP	External Development Partners (i.e. multilateral institutions, bilateral partners, international NGOs ...)
Evaluation	A systematic assessment of the strengths and weaknesses of public action (strategies, programs, policies, plans, institutions). <i>Monitoring</i> is a routine, institutionalized process that is undertaken continuously (or at least at short and regular intervals) in order to track a relatively stable set of indicators (predominantly input, activity and output indicators), with an emphasis upon tracking efficiency and making course corrections during implementation. By contrast, <i>evaluation</i> is a more infrequent and intensive exercise that also collects data on outcome and impact indicators and seeks to assign causality for observed change (i.e. attribution), in order to assess the effectiveness of spending and policy in terms of meeting ultimate goals and so make recommendations to improve the effectiveness of future decisions.

GDCC	The high-level Government-Donor Coordination Committee (i.e. a Government – EDP forum chaired by the Minister of Economy and Finance) meets on a quarterly basis to coordinate the TWGs and to provide policy guidance, to set priorities and to resolve problems raised by TWGs. A GDCC Secretariat has been established at the CRDB/CDC.
GDP	General Directorate of Planning (of the MOP)
Goals	are ends that an organization strives to attain through policies, strategies and plans.
H-A-R-Agenda	Harmonization, Alignment and Results Agenda (agreed in the Rome and Paris Declarations at the international level, and in the SFDCM of the RGC at the national level)
IMF	International Monetary Fund
Indicators	are measures for checking on progress towards achieving outcomes. They can be quantitative and/or qualitative, have a time frame and may highlight geographical and/or target groups.
Inputs	are resources (money, ideas, efforts, etc..) invested into an activity in order to help it succeed or to achieve a goal / an objective.
Institutional development	refers to the process and content of change in institutions. "Process" covers how change is achieved; "content" refer what is to be achieved.
JMI	The Joint Monitoring Indicators are annually agreed between RGC and EDP. The JMI agreed in June 2006 comprise 8 targets referring to building partnership (target 1), development respectively reform of the judicial system (target 2), the public administration (target 3), D&D (target 4), implementation of the PFMRP (target 5) and the NSDP (target 6), the sustainable use of natural resources (target 7) and the creation of an enabling environment for the private sector (target 8).
LDC	Least Developed Country
M&E	Monitoring and Evaluation
MDG	Millennium Development Goals
MEF	Ministry of Economy and Finance
Mission statement	provides a sense of purpose and reflects relevant documents (as for example different decrees).
Monitoring	is the continuous supervision of an activity which compares the work to the plan for the purpose of checking whether plans and procedures are being followed and will contribute to successful achievement of a desired outcome.
MOP	Ministry of Planning
MPSP	Ministry of Planning Strategic Plan
MTEF	Medium-Term Expenditure Framework
NBC	National Bank of Cambodia
NIS	National Institute of Statistics (a Directorate within MOP)

NPRS	National Poverty Reduction Strategy (2003-2005)
NSDP	National Strategic Development Plan (2006-2010)
NSDP-MF	Monitoring Framework of the National Strategic Development Plan
NSS	National Statistical System
Objectives	are ends that an organization tries to achieve based on policies, strategies and plans.
ODA	Official Development Assistance (according to OECD/DAC definition)
OECD	Organization for Economic Cooperation and Development
Outcomes	Outcomes are the real or visible effect (i.e. results) of decision-making. Outcome indicators capture access to, use of and satisfaction with public services, access to credit, representation in political institutions and so on.
Outputs	Outputs are the amount of goods or work produced (by the inputs).
PAP	Priority Action Program (for Health, Education, Agriculture and Rural Development)
PAR	Public Administration Reform
Paris Declaration	The Paris Declaration was the result of the second high-level forum on aid harmonization and alignment organized by OECD/DAC in March 2005 in Paris. It comprises 5 major principles (ownership, alignment, harmonization, managing for results and mutual accountability) and 12 indicators comprising clear targets to be reached by 2010.
PBA	<p>Program Based Approaches are defined (by DAC/OECD) as a way of engaging in development cooperation based on the principle of coordinated support for a locally owned program of development, such as a national poverty reduction strategy, a sector program or a thematic program. PBAs share the following features:</p> <ul style="list-style-type: none"> <li>• leadership by the host country,</li> <li>• a single comprehensive program and budget framework,</li> <li>• a formalised process for donor coordination and harmonization of donor procedures for budgeting, financial management and procurement and reporting,</li> <li>• increasing reliance on the use of national systems for program design and implementation, financial management and accountability and monitoring and evaluation.</li> </ul>
PFM	Public Financial Management
PFMRP	The Public Financial Management Reform Program is a fiscal affairs sector plan incorporating a prioritized results-based program with a medium term combined sources budget.
PIP	Public Investment Program
PIU	Project Implementation Unit
PMATU	Poverty Monitoring and Analysis Technical Unit

PMU	Project Management Unit
PPR	Planning & Poverty Reduction
PRS/PRSP	Poverty Reduction Strategy/Poverty Reduction Strategy Paper
RGC	Royal Government of Cambodia
Rome Declaration	<p>The Rome Declaration was the result of the first high-level forum on aid harmonization and alignment organized by OECD/DAC in February 2003 in Rome. It comprises the following commitments:</p> <ul style="list-style-type: none"> <li>• true partnership and mutual accountability,</li> <li>• ownership and leadership of the recipient country,</li> <li>• framing and implementation of national development strategies,</li> <li>• recipient country to take the lead in managing and coordinating aid,</li> <li>• EDP's assistance to align with recipient country policies,</li> <li>• EDPs to harmonize among themselves.</li> </ul>
RS	Rectangular Strategy (the major policy document of the RGC issued in 2004)
SEDP	Socio-Economic Development Plan I (1996-2000) and II (2001-2005)
SESC	The first (1993/4) multipurpose household living standards survey conducted in Cambodia; subsequent surveys were known as the Cambodia Socio--Economic Surveys (CSES)
SFDCM	<p>The Strategic Framework for Development Cooperation Management was agreed by the RGC in January 2006. It embodies the principles of the Rome and Paris Declarations and outlines the institutional and operational issues related to development cooperation management. It calls upon all line ministries (see SFDCM 2006, p. 7f and 10f)</p> <ul style="list-style-type: none"> <li>○ to take ownership,</li> <li>○ to provide leadership,</li> <li>○ to direct and align external assistance,</li> <li>○ to reduce the number of projects,</li> <li>○ to move to program-based approaches (PBA), sector-wide or thematic approaches (SWAPs) and/or sector-wide management (SWIM),</li> <li>○ to reduce project management or implementation units (PMUs, PIUs), the number of foreign experts and technical assistance.</li> </ul>
SMP	Statistical Master Plan (prepared by NIS/MOP)
SNEC	Supreme National Economic Council
SRDP	Socioeconomic Rehabilitation and Development Program 1 (1986-1990) and II (1991-1995)
SWAp	A Sector-Wide Approach is a specific form of a PBA.
SWIM	Sector-Wide Management
TA	Technical Assistance (also sometime described as technical cooperation of TC)
Targets	are quantified objectives.

Thematic Approach	A thematic approach is a joint (i.e. partnership/multi-stakeholder) approach adopted in with respect to an area of public policy (such as planning and poverty reduction) that is not a sector similar to a SWAp it represents a specific form of program -based approach.
ToT	Training of Trainers
TWG	Technical Working Group
TWG PPR	Technical Working Group on Planning & Poverty Reduction
UN	United Nations
WB	World Bank