

**8<sup>th</sup> Consultative Group Meeting for Cambodia  
Phnom Penh, Cambodia, 2-3 March 2006**

**Session III: Review of 2005 Joint Monitoring Indicators (JMIs)  
and Adoption of 2006 JMIs**

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Council for the Development of Cambodia  
Royal Government of Cambodia

- Your Highnesses, Excellencies
- Distinguished Delegates of the Donor Community
- Ladies and Gentlemen

1. It is an honor and a pleasure for me to make a brief presentation on progress that has been made in achieving the targets of the joint monitoring indicators (JMIs) agreed at the last CG meeting and to outline the principles and the process that has been followed to design and to prepare the JMIs for review and endorsement at this CG meeting.

2. In terms of progress in achieving the targets of the joint monitoring indicators agreed at the last CG meeting, overall, significant progress has been made. The details of progress that has been made on each indicator are summarized in Chapter 2, section 4 of the document on “Enhancing Development Cooperation Effectiveness to Implement the National strategic Development Plan” that included in the folder. I would therefore not go into details of our achievements on each JMI.

3. However, one issue that has emerged is the lack of correlation between activities that were needed to be carried out to achieve the targets of the JMIs and the resources mobilized to carry out these activities. The periodic reviews of progress during 2005 have revealed that significant progress was made in areas where:

- a clear linkage between planned activities and the resources needed to implement the activities had been established; *as compared to* areas where this linkage was either weak or missing, or there was a lack of ownership by concerned institutions;
- the institution responsible for achieving the JMIs targets was clearly identified *as compared to* areas where responsible institution was not clearly identified; and
- timeframes for achieving the JMI targets were realistic.

4. Learning from our experiences over the last year and to correct the observed weaknesses in the process of setting the monitoring targets under the CG mechanism, the Royal Government has for the first time attempted to establish some basic principles and a process for establishing the JMIs for this CG meeting that we believe will enable us to move forwards in a spirit of mutual respect and mutual accountability to achieve our national development and reform goals.

5. The basic principles we have followed are:

- i. The targets for monitoring progress in achieving our development and reform goals must be based on RGC's priorities outlined in the NSDP that has been formulated to implement RGC's Rectangular Strategy, and the reform programs of the Royal Government.
- ii. For each activity to be completed to achieve a target the responsible government institution must be identified.
- iii. A realistic time frame to complete the activity must be established taking into account the capacity of the concerned government institution and the complexity of the issue.
- iv. The financial and human resources required to carry out each activity must be identified as well as the source of these resources.

6. In terms of the process that has been followed, it began at the Fifth GDCC Meeting held on 12 December 2005. At this meeting, on behalf of the Royal Government, H.E. Senior Minister Keat Chhon, the Chair of GDCC had broadly outlined the basic principles for setting JMIs for this CG meeting. He had also set the date, February 15 2006, for the next meeting of the GDCC to review the preliminary draft of the JMIs that will be reviewed and endorsed at this CG meeting. After the 12 December 2005 meeting:

- the Secretariat of GDCC had sent a request to the Chairs of TWGs to provide: (i) a brief report on progress in implementing the JMIs in their area that were set at the last CG meeting, and (ii) to propose new JMIs in their area that to be reviewed at the February 15 GDCC meeting by 19 January 2006.
- the Secretariat had reviewed and analyzed the information provided by Chairs of TWGs as well as information on JMIs that was compiled by the World Bank. Based on these inputs, the secretariat of GDCC prepared a draft that was reviewed at a meeting of the Chairs of the TWGs on 9 February 2006.
- Following this meeting the draft was revised and sent to the Chairs of the TWGs with explicit mandate to discuss the draft with the Lead Donor Facilitator of their TWG and to inform the Secretariat of any changes that they have agreed to.
- Based on feedback from Chairs of the TWGs a revised draft was prepared and sent to all development cooperation partners and the Chairs of TWGs for discussion at the GDCC meeting of 15 February.

- At the 15 February 2006 meeting of the GDCC, this draft was reviewed and proposed changes incorporated in the draft at the meeting. Following this meeting the Secretariat of GDCC has edited the draft to smooth out the language. This draft that we will today was sent to all development cooperation partners and the Chairs of TWGs.

8. I would like to note that we now have a single National Strategic Development Plan for the next five years that has been prepared in close collaboration with and with inputs from all stakeholders. I would like to emphasize that this single NSDP and RGC's reform programs constitute the universe of Royal Government priorities. The Royal Government maintains the position that all development cooperation partners must respect this universe of RGC's priorities and need to focus their support on the priorities that are part of this universe in a spirit of mutual respect and mutual accountability.

9. The joint TWG and GDCC mechanism that is now operational was designed to provide the RGC institutions full ownership for managing our development management processes and to ensure that interested development cooperation partners have an opportunity not only to make inputs in shaping the priorities but also to be effective partners in the processes that will help us move forward to achieve our national development and reforms goals.

10. The RGC firmly believes that to achieve our national development goals and to successfully implement our reform programs the concerned Government institutions must have full ownership of the development and reform programs. The RGC would like our development cooperation partners to work with government institutions in a spirit of mutual respect and mutual accountability to facilitate this process.

11. Before we begin to review the individual proposed JMIs, I would like to reiterate that the column on targets has been formulated based on the priorities of the NSDP and RGC's reforms programs. These are our national priorities for which we assume full ownership. The nature and scope of activities required to achieve these targets is the area where we are seeking our development cooperation partners' support under the leadership of the Chair of the TWGs.

12. Since the draft that was sent to the chairs of TWGs and development partners we have received comments from development partners through the World Bank. You will see the changes in red as we proceed.

## JOINT MONITORING INDICATORS FOR 8<sup>TH</sup> CG MEETING (2-3 MARCH 2006)

TARGET	ACTIONS NEEDED	RESPONSIBLE GOVERNMENT INSTITUTION	CONCERNED TWG	TIME FRAME	RESOURCES REQUIRED TO ACHIEVE TARGET	
					AMOUNT	SOURCES
1. NSDP monitored annually	i. Develop and implement a framework to monitor the implementation of the NSDP and prepare an annual progress review of NSDP implementation.	MOP (Lead), MEF and CDC	Planning and Poverty Reduction TWG	End June 2006	To be determined and agreed	UN system and World Bank
2. Build partnerships to enhance aid effectiveness and mutual accountability.	i. Implement the RGC's Strategic Framework for Development Cooperation Management.	CDC	P&H TWG	On-going		UNDP, JICA and other development partners
	ii. Prepare progress report on a six month basis the implementation of RGC's Action Plan on Harmonization, Alignment and Results	CDC	P&H TWG	On-going		
	iii. review and strengthen aid coordination mechanisms including CG, GDCC and TWGs,	CDC	P & H TWG	3 <sup>rd</sup> quarter 06		
3. Combat corruption	Finalize and approve Anti-corruption Law, based on best international practices, and:	MNASRI Leads, COM	L&J TWG	End June 2006		
	a. Prepare an implementation plan to enforce and manage the implementation of the Anti-corruption Law.	MNASRI Leads, COM	L&J TWG	Oct 2006		
	b. Disseminate information on reported cases on corruption and conviction on semi-annual basis.	MNASRI Leads, COM	L&J TWG	On-going		
4. Establish a well functioning, transparent and accountable legal and judicial system that protects individual rights as defined in the Constitution.	i. Develop a clear policy framework on access to information	MNASRI Leads	L&J TWG	Dec. 2006		France, Japan,....
	ii. Complete the drafting and approval of the remaining fundamental Laws (Penal Procedure Code, Penal Code, Civil Code, Law on the Statue of the Judges, Law on Court organization and Functioning).	MOJ Leads	L&J TWG	According to the timeframe to be agreed by L&J TWG		
	iii. Establish timeframes to complete the remaining Laws and regulations needed to meet WTO requirements and carry out the tasks within the established time frames.	MOC Lead		End April 2006		

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	<p>iv. Establish time frames to complete the drafting, review and approval of various new Laws and regulations and amendments to existing Laws and regulations and ensure timely completion of the review, redrafting, and approval processes within the established time frames.</p> <p>v. While the priority setting process is being put in place, priority will be given to:</p> <p>a. Complete the Draft Law Against Trafficking in Person and Sexual Exploitation and submit to COM.</p> <p>b. Complete and adopt a National Plan to enforce the Law on Domestic Violence and Protection of the victims.</p> <p>c. Complete preparation of regulations to enforce State Land Management Sub-Decree.</p> <p>d. Elaborate and Implement Article 18 of the Land Law.</p> <p>e. Adopt RGC's strategy and regulations for the indigenous people</p>	<p>Office of COM</p> <p>MOJ Lead</p> <p>MOWA Lead</p> <p>MLMUPC</p> <p>MLMUPC/CLP</p> <p>CLP</p>	<p>L&amp;J TWG</p> <p>Gender TWG</p> <p>Land TWG</p> <p>Land TWG</p> <p>Land TWG</p>	<p>Every 6 month basis</p> <p>September 2006</p> <p>June 2006</p> <p>June 2006</p> <p>November 2006</p> <p>November 2006</p>	<p>100,000\$</p> <p>550,000\$</p> <p>40,000\$</p> <p>40,000\$</p> <p>40,000\$</p>	<p>IOM</p> <p>GTZ</p> <p>LMAP donors</p> <p>LMAP donors</p> <p>LMAP donors</p>
5. Further develop the Public Administration to serve people better and to become an effective development partner.	<p>i. Implement the approved "Joint Government-Donor Strategy for Phasing Out Salary Supplementation Practices in Cambodia" by:</p> <p>a. implementing approved sectoral action plans; and</p> <p>b. establishing Priority Mission Groups (PMGs), and PMG/Merit Based Pay Initiatives (PMG/MBPIs) in MEF, MOH, and at least one other ministry/agency.</p> <p>ii. Improve pay and employment conditions in the civil service by developing and implementing:</p> <p>a. a medium term strategy and action plan to enhance remuneration; and</p> <p>b. a redeployment policy and action plan.</p>	<p>CAR and all ministries</p> <p>CAR</p>	<p>PAR TWG and other TWGs</p> <p>PAR TWG</p>	<p>Action planning by end of June 2006; PMGs and MBPIs by Dec. 2006</p> <p>Policy work completed by end of June; implementation work by Dec. 2006</p>		

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	<p>iii. Design and implement an HRM policy and action plan to improve merit and performance management by introducing an HRM Guide and further developing the Human Resource Management Information System (HRMIS) for the Civil Service.</p> <p>iv. Enhance service delivery through developing a One Window Offices (OWOs) policy, legal framework and implementation plan, including establishment of at least 5 OWOs across Cambodia.</p>	<p>CAR and all ministries</p> <p>CAR</p>	<p>PAR TWG</p> <p>PAR TWG</p>	<p>Policy work completed by end of June; implementation work by Dec.2006</p> <p>Policy work completed by end of June; implementation work by Dec.2006</p>		
6. The RGC's Strategic Framework for Decentralization and De-concentration (D&D) reforms developed, and initial preparation made for full implementation.	<p>i. Preparation, Consultation and submission for approval by the National Assembly a set of the organic Laws on democratic development at Sub-national levels.</p> <p>ii. D&amp;D and organic law implementation framework/outline prepared (preliminary provisional pending the enactment-approval by the Nat. Assembly of the organic laws).</p> <p>iii. Review and formulate D&amp;D support program for reform and Investment for Local Development.</p>	<p>IMC</p> <p>IMC</p> <p>IMC</p>	<p>D&amp;D TWG</p> <p>D&amp;D TWG</p> <p>D&amp;D TWG</p>	<p>First draft by end March 06</p> <p>First and Second Quarter 06</p> <p>3<sup>rd</sup> quarter 06</p>		Multi Partners
7. The RGC's Public Financial Management reform program implemented.	i. Continue implementing the RGC's PFM Reform Program (complete Stage1/Platform 1 and begin implementing the action plan for Stage 2) and monitor impact through the agreed PFM Performance Management Framework/Indicators.	MEF	PFM	On-going	26 Mio \$/ 5 years	IMF, JICA, ADB, WB, AUSAID, EC, DFID, UNDP, FRANCE, SIDA....
8. Improve livelihoods of the rural poor, reduce	i. Develop a medium term strategy for agriculture and water building on the NSDP and existing MAFF and MOWRAM strategy documents.	MAFF and MoWRAM	TWGAW	Jan-Dec 2006	To be determined	AUSAID, AFD, JICA..

TARGET	ACTIONS NEEDED	RESPONSIBLE GOVERNMENT INSTITUTION	CONCERNED TWG	TIME FRAME	RESOURCES REQUIRED TO ACHIEVE TARGET	
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poverty in particular in rural areas, and enhance food security and nutrition based on priorities outlined in the National Strategic Development Plan for 2006-2010.	ii. Establish a mechanism and periodically disseminate information on economic land concessions in accordance with the notice issued by the Prime Minister on 30 June 2005.	MAFF	TWGAW	2 <sup>nd</sup> Quarter 2006	MAFF	
	iii. Take appropriate action to reflect the priorities of the Fisheries sector to improve the livelihoods of rural communities in commune, district and provincial development plans as well as donor funding levels.	MAFF(Lead)/Local Authority	TWGF	4 <sup>th</sup> Quarter 2006	647,000\$ not committed	DFID/DANIDA MEF/Donors
	iv. To improve the livelihoods of the rural poor, 500 eligible households are settled on social land concessions with livelihood support and at least 10,000 hectares of suitable land confirmed as available for social land concessions.	CLP and MLMUCP	Land TWG	2006	500,000\$	RGC, WB, GTZ
	v. Develop a social safety net policy to ensure food security and nutrition for the most vulnerable groups of the population.					
	vi. Develop a nutrition surveillance system to monitor food security and nutrition.	NCDM	TWG-FSN	Dec 2006	300,000 \$	WFP/Donors
		MOP	TWG-FSN	DEC 2006	300,000 \$	WFP/Donors
9. Further rehabilitation and development of infrastructure to achieve sustainable socio-economic development and poverty reduction goals.	i. Reach agreement on a clear and transparent mechanism for budget allocation and disbursement and monitoring for repair and maintenance of roads.	MPWT	IRITWG	Mar – Dec 2006		JICA
	ii. Submit Road Law to COM for approval	MPWT	IRITWG	Dec 2006		WB
	iii. Submit Telecom Law to COM for approval	MPTC	IRITWG	Jan – Mar 2006		JBIC
	iv. Submit Water Supply and Sanitation Law (WSSL) to COM for approval	MIME	IRITWG	June 2006		WB
	v. Prepare draft of Cambodia National Wood Energy Statistics & Wood Energy Policy	MIME	IRITWG	Dec 2006		UNDP

TARGET	ACTIONS NEEDED	RESPONSIBLE GOVERNMENT INSTITUTION	CONCERNED TWG	TIME FRAME	RESOURCES REQUIRED TO ACHIEVE TARGET	
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10. Foster the development of a socially cohesive, educationally advanced, and culturally vibrant society that is free of illiteracy and disease and follow the RGC's Strategic Plan – Neary Rattanak (women are precious gems).	i. Increase the proportion of deliveries attended by skilled health personnel	MOH	TWG Health	On-going	To be determined	
	ii. Increase the net enrolment in primary school (total, and by sex).	MOEYS	TWG Education			
	iii. Increase the survival rate from grades 1 to 6.	MOEYS	TWG Education			
	iv. Implement the National Action Plan to combat violence against women.	MOWA	TWG gender			
	v. Increase coverage of effective drug & HIV/AIDS prevention, comprehensive care and support, and effective mitigations interventions.	NAA & NACD	TWG HIV/AIDS			
11. Ensure sustainable use of the natural resources taking into consideration the issues of livelihood and needs of the rural communities.	i. Develop and implement National Forest Program, by initial focus on:	FA/MAFF/MoE	TWG-F&E	Quarterly Report	1 Mio \$	MEF/Donors
	a. strengthening the enforcement of the Forestry Law, especially combating forest land clearing and encroachment;	FA/MAFF/MoE	TWG-F&E	4 <sup>th</sup> QuarterGDCC06	1 Mio \$	MEF/Donors
	b. rationalizing and reclassify national forest lands to ensure sustainable use of these resources by further forest demarcation/demarcation of protected areas ;					
	c. completing Forest Cover Assessment 2005/2006.	FA/MAFF	TWG-F&E	4 <sup>th</sup> QuarterGDCC06	0.5 Mio\$	MEF/Donors
	d. implementing Community Forestry program and develop Community Forestry	FA/MAFF	TWG-F&E	Quarterly	1 Mio \$	MEF/Donors
	e. implementing capacity building for forestry sector program/tree planting for socio-economic purposes.	FA/MAFF	TWG-F&E	Quarterly	1 Mio \$	JICA/Danida
	f. Independent Monitoring in the forestry sector (Subject to donor grant funding)	FA/MAFF	TWG-F&E	To be determined	To be determined	To be determined



TARGET	ACTIONS NEEDED	RESPONSIBLE GOVERNMENT INSTITUTION	CONCERNED TWG	TIME FRAME	RESOURCES REQUIRED TO ACHIEVE TARGET	
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	ii. Strengthen transparency by disseminating all relevant sector information on the activities of government agencies, including information on mining concession and military development zones, as well as donors and NGOs by periodically postings on TWG-F&E website.	All stakeholder	TWG-F&E	4 <sup>th</sup> Quarter GDCC 06	0.05 Mio\$	MEF/Donors
	iii. Develop and implement a Land Management Policy and associated legal framework to improve sustainable utilization of land resources.	MLMUPC	TWG Land	2006	80,000\$	MLMUPC Donors
	iv. Strengthen and expand the scope of land registration by:	MLMUPC	TWG Land	Dec.2006	4.5 Mio \$	MLMUPC LMAP Donors
	<ul style="list-style-type: none"> <li>issuing 300,000 land title certificates in 2006;</li> <li>increasing the percentage of cases successfully resolved by the cadastral commission: 450 cases successfully resolved out of 800 cases handled in 2006;</li> <li>Revision of cadastral service fee structure, especially for sporadic and subsequent registration, public dissemination of the new fee structure and stamp duty for subsequent registration.</li> <li>State land mapping conducted in five districts and results placed in a publicly accessible state land data-base.</li> </ul>	MLMUPC	TWG Land	Dec.2006	90,000 \$	
		MLMUPC & MEF	TWG Land	June 2006	30,000 \$	
12. Create an enabling environment for the development of private sector.	i. The draft Law on Concessions submitted to the National Assembly. All new Private Participation in Infrastructure (PPI) projects abide by the principles of transparency and accountability specified in the draft Law.	CDC	PSD	2006	35,000\$	WB
	ii. To strengthen Trade Facilitation:					
	a. adopt and use a Single Administrative Document (SAD) under the Asycuda system);	MEF/CED	PSD	March 2006	2.2 Mio\$	WB
	b. adopt and publish the inter-agency administrative agreements among all the relevant agencies on procedures and guidelines for the inspection and clearance of imported and exported goods; and	MOC	PSD	March 2006	550,000\$	WB

TARGET	ACTIONS NEEDED	RESPONSIBLE GOVERNMENT INSTITUTION	CONCERNED TWG	TIME FRAME	RESOURCES REQUIRED TO ACHIEVE TARGET	
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	c. introduce a pilot Single Window (SW) for trade facilitation at the Port Authority of Sihanoukville (PAS);	MEF	PSD	2007	3.6 Mio\$	WB
	d. draft and adopt a sub-decree on trade facilitation through a risk management approach to inspections and clearance of imports and exports of goods, specifying the Customs and Excise Department (CED) as the lead agency for all types of inspections (documentary, physical, and electronic).	MOC	PSD	March 2006	180,000\$	AusAID
	iii. Prepare and adopt regulations (Prakas) clarifying registration procedures and documentary requirements, specifying procedures for amending Articles of Incorporation, clarifying the minimum requirements for Articles of Incorporation based on the Law on Commercial Enterprises, specifying requirements and procedures for annual declarations, and establishing procedures for decentralization of business registration.	MOC	PSD			ADB
	iv. Streamline and simplify all license requirements impacting SMEs.	SME Sub-committee	PSD			
	v. Establish and make fully operational the "one-stop service" (OSS) in all Special Economic Zones (SEZs) consistent with the trade facilitation reforms to reduce both the time for, and cost of, trade clearance procedures, including the adoption of the SAD and the adoption of a risk management approach to inspections and clearance of goods.	CDC	PSD	2006	100,000\$	JBIC, WB

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***Presentation by Chhieng Yanara  
Secretary General, CRBD/CDC  
Royal Government of Cambodia***

**Progress on JMIs implementation  
in 2005**

- Significant progress since last CG Meeting
- Summary in Chapter 2, section 4 of the document on "Enhancing Development Cooperation Effectiveness to Implement the National Strategic Development Plan"

- Progress since last CG meeting
- Outline the principles and the process that has been followed to design and to prepare the new JMIs for review and endorsement at this CG meeting.

**Overview of Progress in 2005**

- Lack of correlation between activities to be carried out and the resources.
- Significant progress was made in areas where:
  - a clear *linkage* established between planned activities and resources needed ; *as compared to areas where this linkage was weak/missing, or lack of ownership by concerned institutions*
  - *institution* responsible clearly identified as *compared to areas where responsible institution was not clearly identified*; and
  - *Realistic timeframes.*

## New JMIs for 2006

- **Basic Principles**
- **Process**

## Process in Preparation of 2006 JMIs

- 12 Dec. 2005 GDCC:
  - Basic Principles Outlined
  - Chair of TWGs proposed new JMIs in the responsible area
  - Proposed new JMIs Consolidated by GDCC Secretariat
  - Consolidated Draft Reviewed on 9 Feb. 2006 Meeting of Chairs of TWGs
  - Revised Draft Sent to Chairs of TWGs for Discussion with Lead Donor Facilitators of TWGs
  - Revised Draft Tabled for GDCC Meeting on 15 Feb. 2006
- 15 Feb. 2005 GDCC: Draft of 2006 JMIs Jointly Reviewed & Endorsed

## Basic Principles for 2006 JMIs

- JMIs must be based on RGC's *priorities* outlined in the NSDP.
- For each target, responsible government *institution* must be identified.
- A realistic *timeframe* must be established taking into account capacity of the concerned government institution and complexity of the issue.
- The financial and human *resources* required must be identified as well as the *source* of these resources.

- NSDP and RGC's reform programs constitute the universe of Royal Government priorities.
- Government's Ownership
- Partnership Building
- Mutual Trust and Mutual Accountability
- Targets based on the priorities of the NSDP and RGC's reforms programs.
- Support from development partners under the leadership of the Chair of the TWGs
- Additional comments

**THANK YOU**