Minutes of the Fifth Meeting of the
Government-Donor Coordination Committee (GDCC)
held on
12 December 2005, 9:00 am at CDC

1. H.E. Mr. Keat Chhon, Chairman of the Government-Donor Coordination Committee (GDCC) opened the meeting by welcoming all participants to the Fifth meeting of the GDCC. He informed the meeting that the main agenda includes three specific items:

- Review of annual progress in the implementation of TWGs action Plan and resources mobilized and delivered to implement the Action Plans.

- Review of annual progress toward achieving the targets of the Joint Monitoring Indicators (JMI).

- Discuss and agree on the process to identify the new Joint Monitoring Indicators (JMI) to be submitted at the forthcoming Consultative Group Meeting (CG) in March 2006.

2. The Chair informed the meeting that substantive progress has been made in 2005 in creating a more effective on-going Government-Donor dialogue process both at the policy level through the GDCC, and for managing the implementation of development cooperation activities by implementing ministries and agencies through the TWG mechanism. He highlighted that for the Royal Government, the TWGs and GDCC is a very important mechanism that is very much in line with the principles of the Rome and Paris Declarations. I have no doubt that if we commit ourselves to work together to make this mechanism work effectively, it will enhance aid effectiveness -- if we remain focused on the achievement of development results in an environment of mutual accountability.

3. In reviewing the performance of the TWGs in 2005, the Chair pointed out that the year 2005 has been a year of learning-by-doing for both ministries/agencies and donor members of the TWGs. As in any endeavor, some are functioning better than others. He suggested carrying out a review to examine whether or not the TWGs as they are currently structured meet the current and emerging needs. He suggests that it is also necessary to develop broad guidelines for the operations of the TWGs with a view to minimize burden both on ministries and agencies, and development partners participating in the TWGs. He emphasized that there is now a need to move away from a focus on processes to substance. He explained that each TWG meeting has to have a purpose and donors need to actively engage staff who can make substantive technical inputs in the work of the TWGs. To reduce burden on donor staff of attending numerous meetings, he strongly recommended to donors to limit their participation in TWGs where they are a contributing partner and to more sharply focus their support to a few priority areas within their country assistance strategies. He said that looking back at TWGs performance in 2005, one issue that emerges is the lack of correlation between activities planned to be implemented by TWGs and the mobilization of resources needed to carry out the planned activities. He explained that because of the limited budget resources, ODA is the major source for financing the development programs.

The efficient allocation of these ODA resources to meet RGC's development priorities in an environment of mutual accountability is, therefore, of critical importance for the Royal Government. On the Government side, he expressed a concern about the lack of capacity, commitment, and ownership by some ministries and agencies that are adversely affecting the performance of TWGs in their sector. On the donor side, he noted that the level of technical capacity of some staff representing donors in TWGs is also a concern that needs to be addressed.

4. The Chair informed the meeting that he would like to add two items for discussion at the meeting to lay a solid foundation for work over the next year. First, he would like the meeting to agree on the process for identifying the Joint Monitoring Indicators for endorsement at the next CG meeting. On behalf of the Royal Government, he asked development partners to make effective use of the TWG mechanism for identifying the Joint Monitoring Indicators for endorsement at the next CG meeting. He noted that based on principles of mutual accountability, the Government would like TWGs to not only identify the indicators that they recommend to monitor progress of their work, but also to (i) identify who will be responsible for carrying out the work needed to achieve indicator targets; and (ii) the resources required to carry out the work as well as identify donors who are willing to provide the needed resources. He also urged TWGs to set realistic timeframes taking into account the existing capacity of the concerned institutions for carrying out the required tasks. Second, he would like the meeting to discuss how to improve the pledging process at the CG meeting. He informed that the draft of the NSDP has been submitted to the Council of Ministers and it is expected that the approval processes will be completed soon. He asked all development partners to place a special emphasis on aligning their country assistance strategies with the priorities outlined in the NSDP, and the assistance programs with the PIP that is being formulated based on the priorities of the NSDP. He asked development partners to take the time between now and the CG meeting in March 2006 to work on making available at the CG meeting information on their total pledge by sector, and within each sector amounts earmarked for on-going programs and projects, and resources available for new programming.

5. In conclusion, the Chair informed the meeting that the Prime Minister has set 2-3 March 2006 for the next CG meeting. Also, the next GDCC meeting to review the JMIs and the process of pledging will be held on the morning of 15 February 2006.

6. To begin discussion on the agenda items of the meeting, H.E. Mr. Keat Chhon, the Chair of GDCC, invited H.E. Mr. Chhieng Yanara, Secretary General of the GDCC, to make a brief presentation on the results of his survey of progress made by the TWGs.

7. H.E. Mr. Chhieng Yanara began his presentation by noting that overall the TWGs are making steady progress however, as mentioned by the Chair of GDCC, some TWGs are functioning better than others. He said that based on experience over the last year, the Secretariat would like to note that there is a significant variation in the quality of information provided by the TWGs in their quarterly reports. In order to be better informed about the operations of the TWGs, he informed the meeting that the Secretariat of GDCC has assigned CDC/CRDB staff to liaise with their assigned TWG and from now on they will be attending the meetings and discussions of the TWGs.

8. The year 2005, he noted, has been a year of learning-by-doing for both ministries/agencies and donor members of TWGs. He said that in the last questionnaire, the Secretariat had attempted

to collect information from TWGs on financial resources that they needed to implement their Action Plan for 2005 and the amount of resources that they were able to mobilize. He informed the meeting that the responses to the questionnaire show that very few TWGs had prepared an estimate of resources that were needed to implement their Action Plans in 2005.

9. For the benefit of donor representatives who had not been involved in discussions between RGC and development partners in late 2003 and 2004 on the formation of the TWGs and the GDCC mechanism, he highlighted the key elements of the agreement with development partners on the Terms of Reference (TORs) for the TWG operations. He said that it was agreed that each TWG will prepare its TORs that clearly define its roles and responsibilities. More importantly, he noted, to ensure consistency across TWGs the TORs of each TWG were to include the following basic generic elements:

i. Each Working Group shall jointly prepare detailed strategies or policies for the sector that is being dealt with by the Group, if they have not been developed so far, ensuring that these strategies or policies are consistent with the Rectangular Strategy. For Working Groups that have already developed the strategies or policies, they should be revised, if necessary.
ii. After the strategies or policies have been prepared, each Working Group shall develop an Action Plan and identify priorities and modalities of support for the implementation of the Action Plan. The Action Plan shall be considered to be a joint document of the Royal Government and the donor community for monitoring progress by the Working Group.
iii. Each Working Group shall be responsible for mobilizing resources needed for the implementation of the agreed Action Plan. If the resources are not enough, both the Government and the donors shall work together to re-prioritize their activities in line with the available resources.
iv. Each Working Group shall jointly monitor progress against benchmarks that have been set forth to increase aid effectiveness and to achieve the strategic objectives laid out in the Rectangular Strategy and Cambodia's Millennium Development Goals.

10. He noted that looking back at TWGs performance in 2005, one issue that emerges is the lack of correlation between activities planned to be implemented by TWGs and the mobilization of resources needed to carry out the planned activities over the last year. He said that on behalf of the Secretariat of GDCC he would like to emphasize that TWG's that have linked their activities and the resources needed to implement these activities have performed better than those who did not establish this linkage. He emphasized that there is need for TWG's to pay special attention to this area. He highlighted that because of limited Government budget resources, ODA is the major source for financing of RGC's development programs. The efficient allocation and utilization of these ODA resources to meet RGC's development priorities in an environment of mutual accountability is, therefore, of critical importance for the Royal Government.

11. In terms of achieving the targets of the Joint Monitoring Indicators, he informed the meeting that significant progress has been made over the last year. In his presentation, he provided specific actions that have been taken to achieve the JMIs (please see Table 2 in Annex I). He highlighted that it is noticeable that in areas where there is clear linkage between planned activities and the resources needed to implement the activities -- significantly better progress is being made than in those areas where this linkage is either weak, missing or there is lack of ownership by concerned institutions.

12. Based on progress reported by individual TWGs in 2005 to the Secretariat of the GDCC, he summarized the progress of individual TWGs as follows:

- Agriculture and Water: The TWG has made limited progress due to the lack of ownership, commitment and effective coordination by concerned ministries as well as the inability of donor partners to engage personnel with substantive technical expertise in the work of the TWG.

- Decentralization and De-concentration: The TWG has made significant progress in 2005. The Strategic Framework was approved by the Council of Ministers in June 2005. The new chair of D&D TWG has been appointed and the normal operation of the TWG will resume.

- Education: The TWG had made significant progress in 2005. However, delays in disbursements of PAP have been a problem. The TWG has identified several reasons: late submission of requests, need to improve submission process, need to follow-up consistent with MEF procedures, and delays in the utilization of PAP budget for the year until the start of the school year.

- Fisheries: The implementation of TWG Action Plan for 2005 was hampered by lack of resources and coordination. The TWG had estimated the total cost of implementing its action plan to be around US$ 6.4 million of which only just over US$2.1 million was mobilized.

- Forestry and Environment: The TWG has made satisfactory progress on only half of its planned activities in 2005. The main reason for the delays is lack of funding. The TWG had estimated the total costs of planned activities for 2005 to be US$15 million and the total resources mobilized are far below what was needed.

- Food Security and Nutrition: The TWG made satisfactory progress on all of its activities.

- Gender: The TWG has made satisfactory progress on most of its activities. The TWG asked for greater commitment to gender mainstreaming and additional resources from donors working with specific ministries, as well as from the ministries themselves.

- Health: The TWG is making satisfactory progress on its activities. The constraints identified by the TWG include MOH's budget management capacity especially at the provincial level, and complexity of disbursement process at the central-provincial level.

- HIV/AIDS: The TWG did not prepare an Action Plan in 2005. It is now in the process of elaborating an action plan for 2006.

- Infrastructure and Regional Integration: The TWG is making limited progress on most of its activities due to delays in consultant selection process and pending adoption of laws by the National Assembly.

- Land: The TWG is making satisfactory progress on all activities.

- Legal and Judicial Reform: The TWG has reported that "there is a consensus that steps are required to enhance the effectiveness of the TWG process in this sector". It has identified the need for capacity building of the TWG Secretariat, learning about best practices to enhance effectiveness of the TWG, and the need to develop estimates of costs of implementing planned activities in 2006.

- Mine Action: The TWG has made satisfactory progress on most of its activities. Delay in one activity is because CMAA adopted a new approach.

- Partnership and Harmonization: The TWG has made satisfactory progress on all activities except the implementation of the RGC's Action Plan on H&A which includes many sub-activities. In the implementation of H&A Action Plan, satisfactory progress was made on sub-activities that required action by Government. However, only limited progress has been made on sub-activities that required specific actions by development partners. The TWG has recommended that in the future realistic target completion dates for planned activities should be set based on the nature and complexity of the issue.

- Planning and Poverty Reduction: The TWG has reported satisfactory progress on all of its activities.

- Private Sector Development: The TWG reported satisfactory progress on five activities. Discussions are ongoing on one activity, "Single Declaration Window".

- Public Administration Reform: The TWG has reported delays in three out of five activities. Work is underway on the delayed activities.

- Public Financial Management: The TWG is making satisfactory progress on most of its planned activities. Delay in implementing some activities have occurred because: some activities could not start before the completion of other activities; progress has been slowed because of cross-cutting actions among several departments; need for additional analysis and consultations before making decision; additional TA requirements; and low cooperation from other key partners. The TWG has recommended review of the action plan and time frame to ensure correct sequencing and timeframe at the annual review; establishment of working groups to address cross-cutting activities; and improving management of MEF-line ministry engagement on the PFMRP.

13. Following H.E. Chhieng Yanara's presentation, H.E. Mr. Keat Chhon, Chair of the GDCC opened the floor for discussion. The format of discussion included reading of a prepared statement by a donor representative on behalf of the donor community that was followed by responses by representatives of concerned ministry/agency. Statements by donor representatives covered the following areas:

i. Mr. Jonathan Addelton, USAID Mission Director, on three JMIs under "fighting corruption and increasing accountability".
ii. H.E. Yvon Roe D'Albert, Ambassador of France on "intervention on legal and judicial reforms".

iii. H.E. David G. Reader, Ambassador of UK on decentralization & de-concentration refotrms.
iv. H.E. Pius Fisher, Ambassador of Germany on cross-cutting issues in agriculture and natural resources management.
v. H.E. Nisha Agrawal, World Bank Country Manager, who did not read a written statement, covered the gender, poverty, and HIV/AIDS issues.
vi. H.E. Douglas Gardner, UN Resident Coordinator on human development - health and education issues.
vii. H.E. Lisa Filipetto, Ambassador of Australia on partnership and harmonization.

14. Full text of the written statements that were made available at the meeting is presented as Annex I. The highlights of the responses from representative of the ministries and agencies and follow up issues raised by donor representatives during the discussion that followed are presented below:

i. After the donor representative had delivered his statement on the JMI, "*Fighting Corruption and Increasing Accountability*", a representative from the Ministry of National Assembly-Senate Relations and Inspections (MoNASRI) provided a lengthy response to the three points made by the donor. He said that extensive discussions have already taken place on the three points raised, ie. reported cases of corruption, anti-corruption law, and access to information. He assured the meeting that best international practices will be adopted especially in the draft of the anti-corruption. The existing draft law includes the recommendations and inputs made during the consultation process. The challenge is not passing a law but more importantly making sure that it is well respected and implemented. He proposed further discussions with the donor community to discuss in detail the draft laws and to develop a common understanding.

   The Chair of the GDCC asked the working group to consider the recommendations of the donor community.

ii. Following the statement delivered by the donor representative on the JMI, "*Legal and Judicial Reform and Protection of Human Rights*", the Chair of GDCC said he shares the concerns and frustration of the donor community. The draft laws have been adopted by the Royal Government and are now queuing at the National Assembly. He also pointed out another concern where laws have been adopted but not fully implemented. He said this is a concern for all of us. In addition to wide consultations, we have to build a culture with rule of law and implementation.

   A representative from the Council for Legal and Judicial Reform informed the meeting that a lot of progress has been made in drafting and passing laws. He provided an example that during 1993 to 1998, the National Assembly had approved 90 laws, and now within one year's time, 45 laws have been approved by the National Assembly. However, some laws have been submitted more than once to the National Assembly but are still not yet passed. The fundamental laws in the JMI are under review by the technical team in the Ministry of Justice in collaboration with the Supreme Council of Magistracy.

A donor representative suggested that the Government should consider giving a high priority to the adoption of the penal procedures code in view of the upcoming Khmer Rouge tribunal. He said it would be very unfortunate if during the tribunal the penal procedure code had to be changed.

A representative from the Council for Legal and Judicial Reform explained that the draft penal procedures code is now under discussion in the Council of Jurist. Slow progress has been made because of problems with translation and review. The inter-ministerial meeting has adopted around 150 articles and around 430 more still need to be finalized. He informed the meeting that Samdech Prime Minister and H.E. Sok An have asked the inter-ministerial meeting to advance the process. He expects that the draft penal procedures code to be finalized within the next two months.

iii. After the donor representative had delivered his statement on the JMI on, "*Decentralisation & Deconcentration*", H.E. Prum Sokha, Secretary of State of the Ministry of Interior delivered a statement (copy attached as Annex 2) which highlighted the Strategic Framework on D&D as the major policy document that outlines the restructuring and reform of all levels of sub-national administration. He said the organic laws to implement these reforms are presently being conceptualized and fleshed out in accordance with the basic concepts of the Strategic Framework document.

iv. Following the statement delivered by the donor representative on the JMI on, "*Cross-cutting issues for Agriculture and Natural Resources Management*", on the issue of public disclosure, a representative from the Ministry of Agriculture, Forestry and Fisheries informed the meeting that discussions have been held and agreement was reached on public disclosure of information on economic land concessions. The Ministry has already compiled the information that will soon be made available.

Another representative from the Ministry of Agriculture, Forestry and Fisheries highlighted that the action plan of the TWG on Forestry and Environment for 2006 has been prepared and approved by all parties. The key concern, as in previous years, is the shortage of funding.

v. On the JMI on, "*Gender, Poverty, and HIV/AIDS*", the donor representative did not read the full statement but highlighted key issues and congratulated the Royal Government in producing a succinct and comprehensive national plan in a timely and efficient manner. She emphasized the importance of aligning support to the NSDP. The Chair requested the Ministry of Planning to circulate to the donor community the latest working NSDP draft which is now pending adoption by the Council of Ministers. In addition, he said that the PIP for 2006-2008 to implement NSDP priorities should be completed by mid-January in order to allow enough time to the donor community to align their support to NSDP priorities by the next CG meeting in March.

The Chair of the National AIDS Authority informed the meeting that the national strategic plan for HIV/AIDS has been included in the NSDP. The action plan for 2006 on HIV/AIDS will soon be formulated by the TWG. He highlighted that the Royal

Government is now moving towards having one national HIV/AID coordinating body, one national action framework, and one national monitoring system.

vi. Following the statement delivered by the donor representative on the JMI on, "*Health and Education*", a representative from the Ministry of Economy and Finance informed the meeting that line ministries, in particular PAP ministries have started drawing against their allocations for next year which is three months before the actual annual budget law gets adopted by the National Assembly.

vii. After the donor representative delivered her statement on the JMI on, "*Harmonisation & Alignment*", H.E. Chhieng Yanara informed the meeting that the Partnership and Harmonization TWG has finalized the Strategic Framework for Development Cooperation Management and it is now being submitted to the Cabinet for approval. In addition, the Multi-Donor Support Programme has been formulated to implement the framework. He encouraged donors who are interested in aid coordination and aid management issues to support the programme. He also informed the meeting on the ODA website that is now ready for use.

15. In addition to the written statements, the lead donor facilitators for Public Administration Reform, Public Financial Management, and Private Sector Development TWG provided the following update:

- The lead donor coordinator for "*Public Administration Reform*" TWG highlighted that the strategy to phase out salary supplement has been agreed and will be finalized this week. He informed the meeting that each TWG is being asked to produce a strategy to phase out salary supplements by June 30, 2006.

  A representative from the Council for Administrative Reform said that reform will take time however progress is being made in increasing civil servant salaries.

- The lead donor facilitator informed the meeting that overall progress is satisfactory on the JMI on, "*Public Financial Management*". Progress in a number of PFM areas is important for both the proposed PRGF and PRSO programmes, and good progress has been made on substantive reform measures.

- The lead donor coordinator congratulated the Royal Government for progress made on the JMI, "*Private Sector Development*". A representative from the Council for the Development of Cambodia informed the meeting that on 2 December, Samdech Prime Minister signed a letter instructing the Senior Ministers of Economy and Finance, and Commerce to expedite and move forward on issues related to trade facilitation, single administrative document and risk management.

16. Following the discussion on progress on the Joint Monitoring Indicators, H.E. Keat Chhon moved to the third agenda item on the process to identify the new Joint Monitoring Indicators (JMI) to be endorsed at the Consultative Group Meeting (CG) in March 2006. He requested H.E. Chhieng Yanara to inform the meeting on the process in identifying the 2006 JMIs.

17. H.E. Chhieng Yanara explained that identifying the JMI for 2006 will have to be done through each TWGs in order to ensure Government ownership. The basic principles to follow for each JMI are: (i) identify the actions that are needed to achieve the target of each JMI, (ii) identify who will be responsible for what actions, (iii) establish realistic timeframe to complete the action, and (iv) identify the sources of resources needed to implement each action.

18. In his concluding remarks, H.E. Mr. Keat Chhon noted that the discussions have been fruitful and have covered the items of the agenda. He highlighted that much progress has been made in 2005. He announced that the next meeting on the JMIs will be in February 15, 2006.

19. The Fifth GDCC meeting adjourned at 12:30pm.

LIST OF PARTICIPANTS

Government:

H.E. Mr. Keat Chhon, Senior Minister, Minister of Economy and Finance Chairman
H.E. Mr. Hong Sun Huot, Senior Minister, Chairman of National AIDs Authority
H.E. Mr. Sun Chanthol, Minister, Ministry of Public Works and Transport
H.E. Mr. Prum Sokha, Secretary of State, Ministry of Interior
H.R.H Prince Sisowath Chivannariddh, Secretary of State, Ministry of Foreign Affairs and International Relation
H.E. Mrs. Chan Sorey, Secretary of State, Ministry of Women's Affairs
H.E. Mr. Chan Tong Yves, Secretary of State, Ministry of Agriculture, Forestry and Fisheries
H.E. Mr. Eng Huot, Secretary of State, Ministry of Health
H.E. Mr. Leng Penglong, Secretary of State, Ministry of National Assembly-Senate Relations and Inspection
H.E. Mr. Neov Kassie, Secretary of State, Ministry of Justice
Mr. Pok Than, Secretary of State, Ministry of Education, Youth and Sports
H.E. Mr. Pou Darany, Under Secretary of State, Ministry of National Assembly-Senate Relation and Inspection
H.E. Mr. Sok Chenda, Secretary General, Council for the Development of Cambodia
H.E. Mr. Chhieng Yanara, Secretary General, Council for the Development of Cambodia/ Cambodia Rehabilitation and Development Board (CDC/CRDB)
H.E. Mr. Ngo Hongly, Secretary General, Council for Administrative Reform

H.E. Mr. Nouv Kanun, Secretary General, Council for Agriculture and Rural Development

H.E. Mr. Chou Kimleng, Deputy Secretary General, Ministry of Economy and Finance
H.E. Mr. Kong Sophy, Deputy Secretary General, Council for Administrative Reform
H.E. Mr. Teng Kunthy, Deputy Secretary General, National AIDs Authority
H.E. Mr. Leng Sochea, Deputy Secretary General, Cambodia Mine Action Authority
H.E. Mr. Sam Sok Phal, Chairman, Council of Ministers/Council of Jurists
H.E. Mr. Sak Setha, Director General, Ministry of Interior
H.E. Mr. Ty Sokun, Director of Forestry Administration, Ministry of Agriculture, Forestry and Fisheries
H.E. Mr. Nao Thuok, Director of Fishery Department, Ministry of Agriculture, Forestry and Fisheries
Mr. Sar Sovann, Deputy Director General, Ministry of Land Management, Urban Planning and Construction
Mr. Leng Vy, Deputy Director General, Ministry of Interior
Mr. San Vanty, Deputy Director General, Ministry of Agriculture, Forestry and Fisheries
Mr. Suong Sarun, Deputy Director General, Ministry of Education, Youth and Sports
Mr. Chhay Savuth, Deputy Director General, Council of Ministers/Council for Legal and Judicial Reform
Mr. Ngan Cham roeun, Deputy Director General, Ministry of Interior
Mr. Theng Pagnathon, Director, Ministry of Planning
Mr. Svay Sovannrith, Director, Council for Administrative Reform
Mr. Sok Saravuth, Director, Ministry of Economy and Finance
Mr. Sam Sereyrath, Director, Ministry of Education, Youth and Sports
Mr. Uy Vengky, Director, Ministry of Health
Mr. Srun Darith, Director, Council for Agriculture and Rural Development
Mr. Chan Rotha, Director, Cambodia Mine Action Authority
Mrs. Nhean Sochetra, Deputy Director, Ministry of Women's Affairs
Mr. Phay Sok Kheng, Chief, Council of Ministers/Council for Legal and Judicial Reform
Mr. Ly Sina, Chief, Ministry of Agriculture, Forestry and Fisheries
Mr. Pheng Sovicheano, Focal Point, Ministry of Public Works and Transport
Mr. Eang Saveth, Ministry of Agriculture, Forestry and Fisheries
Mr. Suon Sovann, Ministry of Agriculture, Forestry and Fisheries
Mr. Roath Sokchea, Officer, Ministry of Public Work and Transport
Mr. Keo Kannarith, Council of Ministers
Mr. Cheng Chanpunnara, Council of Ministers
Ms. Elaine McKay, Advisor, UNDP/Ministry of Women's Affairs
Mr. Farid Siddiqui, Senior Advisor, UNDP/CDC
Ms. Chamnan Lim, National Policy Advisor, UNDP/CDC
Mr. Chou Heng, National Policy Advisor, UNDP/CDC

Development Partners:
H.E. Ms. Lisa Kim Felipetto, Ambassador of Australia
H.E. Mr. Yvon Roe d'Albert, Ambassador of France
H.E. Mr. Pius Fischer, Ambassador of Germany
H.E. Mr. Fumiaki Takahashi, Ambassador of Japan
H.E. Mr. H.E. Mr. David G. Reader, Ambassador of the United Kingdom
H.E. Mr. Mogens Christensen, Minister Counselor, DANIDA Resident Representative, Embassy of Denmark
H.E. Mr. Gunnilds Garsdal, Attache, DANIDA
H.E. Mr. Lucien Bruneau, Chargé de mission, Embassy of France
H.E. Mr. Dominique Dordain, Counsellor, Embassy of France
H.E. Mr. Theo Kidess, Counsellor/Deputy Head of Mission, Embassy of Germany
H.E. Mr. Claes Leijon, Counsellor, SIDA Resident Representative, Embassy of Sweden
H.E. Mr. Shyam P.Bajpai, Country Director, ADB
H.E. Mr. Winston Mc Colgan, Chargé d'Affaires a.i, EC Delegation
H.E. Mr. Douglas Gardner, UN Resident Coordinator
H.E. Ms. Bettina Elke Maas, Representative, UNFPA
H.E. Ms. Nisha Agrawal, Country Manager, World Bank
H.E. Mr. Thomas J. Keusters, Country Director, WFP
Ms. Fleur Davies, Head, AusAID
Mr. Peter Lindenmayer, First Secretary, AusAID
Mr. Yves Terracol, Director, AFD
Mr. Michael Rymek, First Secretary, CIDA
Mr. Guillaume Prevost, Economic Counsellor, Embassy of France
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Mr. Eiichiro Hayashi, Aid Coordination Advisor, JICA
Mr. Fiichiro Hayashi, Advisor, JICA
Mr. Nhean Tola, Program Assistant, JICA
Mr. Ty Sodeth, Economist, IMF
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