



COUNTRY SYSTEMS STUDY

CDC
sponsored
workshop
May 2011
Siem Reap

SCOPE AND PURPOSE OF STUDY



To present available information on national structures and systems in Cambodia to provide donors with background for decisions about alignment with and use of country systems

To provide information for identification of bottlenecks for DPs use of country systems and needs for reform and capacity development to address these bottlenecks

MATERIALS AND METHODS

Study of existing materials produced by government, development partners and others

Supplemented by interviews and discussions with:

- **Development partners**
- **Relevant government officials**
- **Other organisations [NGOs, Research bodies etc]**
- **Other study teams, especially Paris Declaration**

COUNTRY SYSTEMS DEFINED

**Country
systems
include:**

- **Planning**
- **Public financial management systems**
[including all aspects from budget planning to audit]
- **Human resource management**
- **Social assessments**
- **Environmental assessments**
- **Monitoring and evaluation**

PRIORITY MINISTRIES AND AGENCIES

Central Ministries

- Ministry of Planning
- Ministry of Economy and Finance
- Council for Administrative Reform

Line Ministries

- Ministry of Agriculture, Fisheries and Forests
- Ministry of Education, Youth and Sport
- Ministry of Health
- Ministry of Interior [D and D functions]



REPORTING



Part one: Thematically organised analysis of designated country systems as they operate in priority sectors

Part two: Simple matrix of ministries and systems to show relevance of reports consulted

Part three: Summary bibliography of relevant studies and documents – approximately 50 documents included

GENERAL OBSERVATIONS

Range of available studies is very patchy and some sectors and some systems are little studied.

Few fundamental disagreements on matters of fact in the studies – major differences lie in choice of methods to respond to the situation

Most DPs sympathetic to greater use of country systems while some ministry staff more ambivalent



SYSTEM REFORM ISSUES

PFMRP key to whole reform program.

- **Pace of implementation is slowing as it moves to other sectors**

Underdevelopment in civil service reform is causing concern

- **Especially in salaries area**

Lack of focus across sectors

- **Especially on service delivery improvements**

Slow pace of reform

- **Especially in D and D**



DEVELOPMENT PARTNER ISSUES

Unaligned and unharmonised approaches

- Leads to loss of management control, fragmentation of human resources

Multiple management and reporting procedures

- Raises transaction costs and risk of mistakes

Inflexibilities

- Associated with donor rules and modalities

NATIONAL INSTITUTIONAL ISSUES

Need for more realistic and budget linked planning approaches

Centralised and hierarchical management system [and patronage based decisions] limits scope for merit and performance improvements

Organisation structures need review and change to limit conflict over functions

CAMBODIAN MANAGEMENT AND STAFF ISSUES

Capacity weaknesses

- Ability and knowledge of systems
- Training and competency
- Availability of computers, software, power etc
- Ability to manage, prioritise and lead/direct staff

Lack of willingness to use systems

- Lack of understanding of reform process
- Level of ownership of reforms
- Resistance to change

