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**KINGDOM OF CAMBODIA**

**2012 JOINT COUNTRY PORTFOLIO PERFORMANCE REVIEW**

**MINISTRY OF ECONOMY AND FINANCE**

**ASIAN DEVELOPMENT BANK**

**WORLD BANK**

**JAPAN INTERNATIONAL COOPERATION AGENCY**

**BACKGROUND PAPER**

**May 2013**

**ABBREVIATIONS AND ACRONYMS**

ADB Asian Development Bank

CAR Council for Administration Reform

CY Calendar Year

DFGG Demand for Good Governance Project

DIC Department of Investment and Cooperation

DMS Debt Management Strategy

DP Development Partner

DPP Department of Public Procurement

EA/IA Executing and Implementing Agencies

FMM Financial Management Manual

GDP Gross Domestic Product

GGF Good Governance Framework

IDA International Development Association

IMF International Monetary Fund

JCPPR Joint Country Portfolio Performance Review

JFPR Japanese Fund for Poverty Reduction

JICA Japan International Cooperation Agency

KICPAA Kampuchea Institute of Certified Public Accountants and Auditors

M&E Monitoring and Evaluation

MDTF Multi Donor Trust Fund

MEF Ministry of Economy and Finance

MOI Ministry of Interior

MOU Memorandum of Understanding

NAA National Audit Authority

ODA Official Development Assistance

POC Priority Operating Costs

PDMS Portfolio Database Management System

PDO Project Development Objectives

PFMRP Public Financial Management Reform Program

PM Procurement Manual

PMTF Procurement Monitoring and Tracking Forms

PMU Project Management Unit

PPF Project Preparation Facility

PRC Procurement Review Committee

PRF Project Readiness Filters

QPPR Quarterly Portfolio Performance Review

RGC Royal Government of Cambodia

RMF Results Management Framework

RMP Risk Management Plan

SCS Steering Committee Secretariat

SOP Standard Operating Procedures

TA Technical Assistance

TOR Terms of Reference

TOT Training of Trainers

TF Trust Fund

WB World Bank

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# Introduction

1. This joint Background Paper has been prepared by the World Bank (WB), the Asian Development Bank (ADB), and the Japan International Cooperation Agency (JICA) for reference purposes during the annual Joint Country Portfolio Performance Review (JCPPR), which was conducted by the Ministry of Economy and Finance (MEF) of the Royal Government of Cambodia (RGC) and the three development partners (DPs) on April 2 and 3, 2013. The JCPPR simultaneously reviewed the performance of all programs and projects funded by the three DPs for the calendar year (CY) 2012, which coincides with the financial year of both RGC and ADB. The portfolio data presented herein for WB and JICA have been adjusted to match the calendar year.
2. The JCPPR will update the Results Management Framework (RMF) for overall portfolio performance. A component of RMF, the Joint Action Plan, was reviewed by MEF and the DPs. The Joint Action Plan and RMF updates are included in Annex 4 and Annex 5.
3. The format of the JCPPR follows that of recent years. MEF and the DPs held technical discussions with program and project executing agencies (EA) and implementing agencies (IA) to discuss overall sector performance and individual program/project progress, and identify common issues that affect both. One or more working sessions was then conducted among MEF and the DPs to finalize the Action Plan and review the RMF. Together with a draft Memorandum of Understanding (MOU), these documents will be discussed at a plenary wrap-up meeting of all stakeholders. The process is expected to be concluded by May 2013.

# Lessons from Previous JCPPR / Future Considerations

1. Positive lessons learned from the JCPPRs of recent years include:

* + Strong leadership by MEF. Senior officials of the Department of Investment and Cooperation (DIC) continue their strong ownership of the JCPPR process and staff of the ADB, WB and Bilateral divisions have been proactive in preparation and implementation of consultation meetings with EAs/IAs and analysis of the findings.

* + Joint participation of DPs. As well as ADB and WB, which have similar internal procedures and have joined in the JCPPR process for the last six years, this is the third year that JICA has joined the process. JICA appreciates the collaboration of the DIC and its leading role in coordinating Official Development Assistance (ODA) in Cambodia.
  + Broadening the number of participating DPs. Given the significant role of other DPs in Cambodia’s development, such as China and Korea in the area of infrastructure development, JICA encourages RGC to involve those donors in this joint framework.
  + Realism and candour by participants. Frankness by all JCPPR participants has continued in respect of discussing all issues openly and finding solutions.
  + Focused Action Plan. The simplified Action Plan produced from the JCPPR, introduced in 2010, has been found to be more manageable.

1. Suggestions for consideration for the next JCPPR CY2013 include:
   * Monitoring of actions specified in the Action Plan. DPs will jointly monitor and review the progress of agreed upon actions and coordinate with MEF at least on a semi-annual basis.

* + Examine JCPPR processes of neighbouring countries. JCPPR experiences, lessons learned and good practices from neighboring countries may provide valuable inputs to the Cambodia JCPPR process and should be encouraged.
  + Streamline the JCPPR Background Paper. The DPs and MEF articulated the desire for the JCPPR background paper to keep the reader’s focus on main issues by reducing report text and focusing only on key tables and figures in the body of the paper. Additional tables and graphs that support portfolio data analysis and sector indicators should be referenced in the annex 3. Updates and developments from the action plan could also be more clearly noted.
  + Modify content and logistics of JCPPR Meetings. Based on the JCPPR consultation meetings held in April 2013, changes to further improve next years’ JCPPR meetings were suggested. In terms of content, MEF, DPs, and IAs/EAs suggested: setting strategic directions (e.g., National Development Strategic Development Plan, debt strategy, sector strategies) which would provide useful context for discussions; sharing good practice, allotting time to update progress from the last joint action plan; and engaging programming and technical sides for new projects. Details are outlined in the joint action plan in annex 4.

# Overview of Joint Portfolio

## Implementation Environment

1. Cambodia achieved strong economic growth in 2012 with 7.2% GDP. This was supported by moderate growth in agriculture of 4.3%, despite sporadic drought and flood, growth in manufacturing of 9.2%, and growth in the service sector of 8.1%[[1]](#footnote-1). However, exports slowed to 10.5% down from 34% in the previous year due to lower demand in the US and the EU[[2]](#footnote-2). Inflation, according to the IMF, was 3.5% thanks to stable domestic food and gasoline price, and is expected to grow slightly to 4% in 2013[[3]](#footnote-3). Cambodia’s external debt reached 29% of GDP in 2012, up from 28% in 2011[[4]](#footnote-4).
2. Other developments of importance during 2012 relating to the portfolio implementation environment include the following:

* Phasing out of Priority Operating Costs (POC) and entering into a post-POC transition period.
* Issuance of sub-decree on Standard Operating Procedures (SOP), which comprises the SOP Manual, Procurement Manual and Financial Management Manual for externally assisted projects. The SOP has sharpened important principles such as the “one project – one manager” principle; mandated submission of procurement tracking forms and; incorporated risk management plans, such as Good Governance Framework with requirements to monitor them during implementation. Further needed steps include operationalization of SOP and capacity building for project administration, procurement, and financial management.
* The 2011-2018 Public Debt Management Strategy (DMS), aims to help Cambodia maintain its long term sustainable debt management at a low risk rating. With the DMS, a debt ceiling may limit the number of loans signed by RGC and DPs in any given year. An implication will be that new projects under processing will require better preparation and readiness for implementation.

1. All of these developments have been discussed among the MEF and DPs during 2012 in terms of their impact on portfolio performance. It is proposed that those discussions are updated during the JCPPR and reflected in the MOU.

## Loans, Credits and Grants

1. The number of active projects and programs funded by loans, credits and grants for CY2012 is shown inTable 1.

Table 1: Active Projects and Programs CY2012

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Funding Source** | **No. Of Projects / Programs** | **Total Commitment in CY2012(US$m)** | **Disbursed During CY2012(US$m)** | **Target Disbursement in CY2012(US$m)[[5]](#footnote-5)** | **Cumulative Disb. to end CY2012(US$m)** |
| **WB Total (all investment lending)** | **13** | **408.93** | **91.06** | **91.64** | **274.11** |
| *Comprising: IDA funds* | *11* | *229.50* | *45.09* | *64.34* | *131.10* |
| *Trust funds* | *7\** | *179.43* | *45.97* | *27.30* | *143.01* |
| **ADB Total (all lending)** | **35\*\*** | **920.57** | **94.23** | **100.79** | **252.74** |
| *Comprising: Investment lending* | *30* | *823.51* | *79.49* | *85.57* | *227.63* |
| *Program loans* | *5* | *97.06* | *14.74* | *15.00* | *25.11* |
| **JICA Total Loans** | **17** | **677.14** | **36.34** | - | **84.18** |
| *Comprising: Loans* | *7* | *360.50* | *36.34* | *-* | *84.18* |
| *Grants* | *10* | *316.64* | *-* | *-* | *-* |
| **Totals** | **65** | **2006.64** | **221.63** | **192.43** | **611.03** |

\*Including five co financing trust funds.

\*\*ADB Financed project/program that consists of more than one loan and grant components is counted as one project only.

1. The sector distribution of committed funds from ADB, WB and JICA is shown in Figure 1, Figure 2, and Figure 3 respectively.

|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  |  |

|  |  |
| --- | --- |
| Figure 1 | Figure 2 |



Figure 3

## Technical Assistance Grants and Trust Funds

1. A list of projects funded by ADB’s Technical Assistance (TA) facilities or WB’s Trust Fund (TF) window in CY2012 is in Annex 1 and a summary is shown in Table 2.

Table 2: Active TA and TF Funded Projects in CY2012

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Funding Source** | **No. of Projects** | **Total Commitment**  **(US$ m)** | **Disbursed in CY2012 (US$ m)** | **Cumulative Disbursement to end CY2012** | |
| **US$ m** | **%** |
| WB TF (recipient executed)[[6]](#footnote-6) | 8 | 10.129 | 2.467 | 7.307 | 72% |
| WB TF (Bank executed) | 25 | 23.296 | 4.166 | 13.612 | 58% |
| ADB Advisory TA | 15 | 27.575 | 2.824 | 7.31 | 27% |
| ADB JFPR TA | 3 | 5.400 | 0.823 | 3.58 | 66% |
| ADB Project Preparation TA | 11 | 10.250 | 2.854 | 6.13 | 60% |
| **Totals** | **62** | **76.65** | **13.13** | **37.94** | **49%** |

1. Details of the TAs and TFs may be found in the annex and a graphical comparison of the TA/TF portfolios for the last four calendar years is presented in Figure 4.



Figure 4

# Joint Portfolio performance

## Performance of Investment Loans, Credits and Grants

1. The highlights are outlined below, with trends of the key performance indicators discussed in more detail in the following paragraphs:

* **Number of active projects**: Year-on-year change (CY2011 to CY2012) of active projects varied widely among DPs:
  + - ADB active projects slightly decreased by 5.4% (a decrease by 2 projects from 37 to 35 projects). Most new projects are in the transport, agriculture/natural resources and the education sectors. It is expected that urban and water supply projects will increase in the coming years.
    - WB active projects decreased by 38% (a decrease of 7 projects).
    - JICA active projects decreased by 13% (a decrease of 1 project).
* **Value of commitments**: The value of DP portfolios similarly changed in CY2012, reflecting portfolio maturity and number of active and new projects.
  + - The value of the ADB portfolio grew by US$260 million, totalling US$920.3 million by December 2012 over the average of past 5 years (2007-2011).
    - The value of the WB portfolio decreased by US$75.9 million, totalling US$408.93 million. No new projects commenced in CY2012.
    - The value of JICA loan commitments remained steady, totalling US$360.5 million, compared to US$362.4 in 2011.
* **Disbursements**:
  + - The ADB CY2012 investment project portfolio disbursement ratio fell dramatically from 22.5% to 13.5%.
    - The disbursement ratio for the WB and JICA, on the other hand, improved significantly from 32.9% to 43.9% and 7.5% to 13.5% respectively in CY2012.
    - For each DP, the trends in disbursement ratio for investment lending in CY2011 continued along the same trajectory for CY2012.
* **Average age**:
  + The average age of the WB portfolio has been increasing yearly since CY2008, reaching 5.1 years in CY2012.
  + The average age of ADB-funded projects since CY2006 has ranged from 4.9 to 5.3 years for the last 5 years. It slightly increased to 5.4 year in CY2012.
  + The average age of JICA’s portfolio has remained steady over the past 3 years, with an average of 4.1 years in CY2012, comparable with that of ADB and WB.
* **Project risk:**
  + The number of projects at risk has decreased from 3 in 2011 to 1 in 2012 of ADB portfolio.
  + The number of projects at risk has remained the same in the WB portfolio for the past 2 years, at 6.

**Size of Portfolio**

1. The number of investment projects for the last four years and value of commitments for the last four years are shown on Figure 5 and Figure 6 respectively.

|  |  |
| --- | --- |
| Figure 5 | Figure 6 |

1. The total ADB commitment (including programs) from 2011 to 2012 increased to approximately US$920.57 million (US$823.51 million excluding programs), the highest commitment level since 2005. In contrast, the value of the WB portfolio fell by US$76 million due to no new projects coming on-stream and the closure of several projects. This WB investment level roughly matches that of CY2008. The value of the JICA portfolio remained steady in CY2012. The value of the Japanese yen against the US dollar[[7]](#footnote-7) did not have impact as it did in CY2011.

**Disbursement Ratio**

1. The trends in the disbursement ratio and quantum of disbursed funds for the last eight years are shown in Figure 7 and Figure 8 respectively. The disbursement ratio is defined by WB as the total disbursements in the year divided by the opening undisbursed amount for that year, and is restricted to investment lending. The disbursement ratio target for investment project support is ≥20% corresponding to average project duration of five years and balanced average age of the portfolio. For each DP, the trends in disbursement ratio for investment lending in CY2011 continued along the same trajectory in CY2012.



Figure 7



Figure 8

1. The WB portfolio disbursement ratio, jumped significantly from 20.8% in 2010 to 32.9% in 2011 to 43.9% in 2012, due to most projects having matured and the portfolio being largely unaffected by procurement delays during slow start-up. Actual WB funds disbursed decreased slightly after five consecutive years of increase, down from US$91.5 million in 2011 to US$91.1 million in 2012. The JICA portfolio disbursement had a notable increase, by about US$15.5 million in 2012 (70% increase over CY2011) due mainly to the Greater Mekong Power Network Project and the North Water Supply Project.
2. The ADB disbursement ratio decreased from 22.5% in 2011 to 13.5% in 2012 because of the increase in the portfolio amount to $920.567 million. On the one hand several new projects were added to the portfolio, while on the other hand, several projects were set to close and therefore in both cases disbursements were minimal, if not at all. On average, ADB’s portfolio of younger/new projects, which require start-up time for large contract award and disbursements, caused a significant decrease in the disbursement ratio.
3. One of the reasons for JICA’s decreased disbursement ratio is that their disbursement method is mostly through transfer procedure which is in line with project progress. JICA and MEF continue to assess the reasons for the decreased disbursement ratio along with mitigation measures to improve portfolio performance.

**Average Age of Projects**

1. The average age of projects is measured from Board approval to the end of the year under review, or to a project’s closing date if earlier. The trend in average age of projects is shown in Figure 9. For ADB-funded projects, the average age increased from 5.0 years in 2011 to 5.4 in 2012, mainly because of the increased portfolio size as a result of approval of new projects in 2011 and 2012. The average age of WB-funded projects has increased slightly from 5.0 years in 2011 to 5.1 years in 2012, reflecting the maturing of the portfolio and the absence of new projects in 2011 and 2012. For JICA-funded projects, the average also decreased slightly to 4.1 years from 4.2 years for 2012.

**Board Approval to Effectiveness**

1. Figure 0 shows the trend in the average lag time between Board approval and effectiveness for the three portfolios. The lag has ranged over the last seven years between 4.9 and 5.4 months for the ADB portfolio, between 5.6 and 6.9 months for the WB portfolio and between 4.2 and 6.1 months for the JICA loan portfolio.
2. Since 2009, the lag time for the ADB portfolio has steadily improved, leading to an average time of 5.2 months in CY2012, the shortest duration for the ADB portfolio in the past eight years. The average lag time for the WB portfolio and the JICA portfolio both increased in CY2012, from to 6.4 to 6.6 months and 4.5 to 5.0 months, respectively.

|  |  |
| --- | --- |
| Figure 9 | Figure 10 |

## Implementation Update from 2011 Action Plan

1. The follow section provides a summary update to the 2011 JCPPR Action Plan to improve portfolio performance. Table 4 captures progress to date. Select key developments, based on the action item heading topics, are then outlined.

Table 4: Implementation Update - 2011 JCPPR Action Plan

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **OUTPUTS** | **INPUTS REQUIRED / *ACTIONS NEEDED*** | **Agency Responsible** | **IMPLEMENTATION** | | | |
|  | **Completed** | **Ongoing some progress made** | **No Progress** | **Remarks** |
| **RESULTS MANAGEMENT FRAMEWORK** | **1** | **Alignment of key RMF elements with MEF’s Portfolio Database Management System (PDMS).** | A meeting will be hosted by MEF with ADB/JICA/WB to present progress in the establishment of the PDMS and its integration of the RMF. | MEF |  | x |  |  |
| PDMS can produce portfolio data allowing MEF to better monitor domestic, externally funded and government guaranteed operations | MEF |  | *x* |  |  |
| **IMPLEMENTATION** | **2** | **Updated SOP** (including PM and FMM) to assist EAs/IAs. | Sub-decree on SOP had been is was issued in May 2012 | RGC | *x* |  |  |  |
| Following promulgation of the sub-decree, a SOP workshop was held in November- December 2012 need to raise awareness of DPs and EAs/IAs and and train EA/IAs on critical elements of the manuals and their application, and funding for this. | MEF & ADB | *x* |  |  |  |
| Awareness workshop on SOP, PM and FMM was carried out by DIC with the support of ADB/WB/JICA. DPs will also raise awareness of the SOPs among DP staff | ADB / WB / JICA | x |  |  |  |
| FM training was carried out by DIC with the support of ADB/WB/JICA. |  | *x* |  |  |  |
| SOP and PM training will be carried out by DIC with the support of ADB/WB/JICA. DPs will also raise awareness of the SOPs among DP staff |  |  | *x* |  | Consultant recruitment completed |
| JICA will take necessary steps to accommodate JICA loan portfolio to the requirement of SOPs. | JICA |  | *x* |  |  |
| **MONITORING and EVALUATION (M&E)** | **3** | **Improved EA/IA skills** forevaluating project outcomes and achievement of development objectives. | EAs/IAs will refine and implement their action plan on M&E as part of their normal implementation process. | EAs / IAs / ADB / WB / JICA with MEF |  | x |  | Done through QPPR and DP review missions |
| A series of follow-up workshops, more relevant to line ministries, will be organized to support the EAs/IAs with focus on sector M&E training and Government M&E indicators. | WB / ADB with MEF |  | x |  |  |
| **PROCUREMENT** | **4** | **Reduced Procurement Time** leading to faster project implementation and disbursement. | MEF has prepared a two-phased capacity building plan. Phase 1 covers: (i) accelerated procurement training in SOPs; (ii) interim certification program and; (iii) T-O-T. | MEF | x |  |  | Strategy completed; implementation ongoing |
| ADB will review and seek to mobilize funding through the JFPR TA | ADB | x |  |  | Funding obtained through JFPR |
| MEF/DIC will facilitate a meeting with relevant entities (DPs, DPP and PFMRP SCS) to agree on the details of the plan | DIC | x |  |  | Capacity building paper completed |
| Training commenced. | MEF | x | x |  | FM training completed, PM to follow June 2013 |
| **5** | **Strengthened capacity to EAs/IAs** | Seminar/workshop to strengthen EA/IAs capacities to procure, recruit and monitor contracts | MEF / ADB / WB / JICA |  | x |  |  |
| DPs will continue to offer portfolio-wide and project-specific procurement and consulting services workshops to EAs/IAs. | MEF / ADB / WB / JICA |  | *x* |  |  |
| **6** | **Improved Quality and Competitiveness of Bids.** | Private sector contractors, suppliers and consultants to improve their awareness of the RGC’s and DPs’ procurement/consulting guidelines, sanctions for breaching them | WB / ADB |  | x |  |  |
| Further workshops for private sector contractors, suppliers and consultants.  MEF with support (ADB/ WB / JICA and possibly AFD & Korea) | MEF |  |  | *x* |  |
| **7** | **Improved Procurement Tracking** to identify and address bottlenecks. | MEF to keep track of the use of procurement monitoring and tracking forms (PMTF). | MEF | x |  |  | PMTF mandatory as of 22 Nov 2012 |
| The analysis of the procurement monitoring and tracking form has been integrated into the DIC’s new PDMS and will be piloted throughout 2012. | MEF |  | x |  |  |
| JICA will take necessary steps to accommodate JICA loan portfolio to the requirement of SOPs. | JICA |  | x |  |  |
| **FINANCIAL MANAGEMENT (FM)** | **8** | **Timely submission of audit reports of high quality** | Discussion with the private audit firms on DPs and MEF’s expectations for high standard audit reports for donor-financed projects. | MEF / ADB / WB / JICA |  | *x* |  |  |
| A further workshop for audit firms will be conducted to discuss the general findings and run through KICPAA’s plans for the ongoing quality control monitoring program. Based on pilot testing of the toolkit, a determination of which audit firms qualify as “acceptable auditors” for ADB/WB financed projects will be made. | ADB / WB / KICPAA / DIC / NAA inputs |  | *x* |  |  |
| **START- UP DELAYS** | **9** | **Distribution and awareness raising of Project Readiness Filters (PRFs)** | Based on the revised SOP, MEF will remind relevant EAs/IAs on an annual basis of the PRF through an official letter. | MEF | x |  |  | PRFs specified in the SOP; will be reviewed by DPs to determine any changes, if any; MEF to issue official letter |
| PRF workshops organized to familiarize all processing project teams with these requirements. | ADB / WB / JICA supported by MEF |  | x |  |  |
| JICA will take necessary steps to accommodate JICA loan portfolio to the requirement of SOPs. | JICA |  | x |  |  |
| MEF will continue to be present at each wrap-up meeting to ensure PRFs have been followed. | MEF |  | x |  | MEF attended most if not all; will apply for all projects in 2013 |
| MEF will review its project pipeline and indicate to DPs which projects are suitable for pilot Project Design Facility loans (or similar advance loans for detailed designs) The DP processing team will review the progress of each of the PRF and outline the progress and actions needed to be successfully completed in the MOU. | MEF/DP |  | x |  | PDF discussed for possible support to PPP |
| **PRIORITY OPERATING COSTS** | **10** | **Accelerated approval of Priority Operating Costs** | POC scheme will be evaluated and completed. | CAR | *x* |  |  |  |
| Development Partners will send a letter to the RGC requesting a meeting to discuss further progress in compensation reform | CAR / DIC / MEF / DPs |  | x |  |  |
| **GOOD GOVERNANCE** | **11** | **Improved Understanding of GGF by EA/IA** to promote more effective implementation. | According to the revised SOP, GGF is more integrated into the business process of the project. Leadership of the project directors and management is critical to the effective use of GGFs. |  |  | *x* |  |  |
| A series of training sessions for EAs/IAs on social accountability focusing on three elements: disclosure, complaints handling, and civil society involvement are required. The first three workshop will be conducted by MOI to share experiences from DFGG | MoI / DFGG with support from MEF / WB / ADB |  | x |  |  |
| Quarterly portfolio reviews will continue to assess the implementation and effectiveness of GGFs as well as risk management plans and mitigation measures. | MEF |  | *x* |  |  |
| **COORDINATION AND PROGRAMMATIC APPROACH** | **12** | **Improved sector coordination among stakeholders.** | EAs/IAs and DPs increase use of the project steering committees for better coordination among ministries and DPs. | EAs / IAs and ADB / WB / JICA |  | *x* |  | Projects which involve more than one EA will require a steering committee |
| The monitoring meetings of each DP with MEF and EAs/IAs (e.g. Quarterly Portfolio Performance Review (WB/ADB), Loan Project Monitoring Meeting (JICA) etc. and JCPPR is the basis to further improve the coordination among MEF and EAs/IAs and DPs. | WB / ADB / JICA |  | *x* |  |  |

#### Results Management Framework

1. To identify systemic issues and bottlenecks, the portfolio Results Management Framework (RMF) was adopted after the JCPPR of CY2010 to analyse portfolio performance against specific indicators. CY2010 was the baseline for the selected indicators and the second section of the RMF is an Action Plan to summarize key actions required where indicators are falling short of targets.

1. JICA reports progress, with some of their indicators now well aligned to this data.

#### Implementation

1. The SOP has been in place since 2005. It was under revision in 2011 and was updated in May 2012. In May 2012, the RGC issued a sub-decree on Standard Operating Procedures (SOPs) which included guidelines on project management, procurement and financial management which apply to externally-funded projects in order to:
   * + better harmonize procedural gaps between the Government and Development Partners,
     + ensure EA compliance with the implementation of the SOPs, and
     + increase the quality of the overall ODA portfolio.
2. The SOP includes an updated Procurement Manual (PM) and an updated Financial Management Manual (FMM). The three manuals have been finalized and issued for use by all RGC line ministries and agencies. Operationalization of the SOP is thus underway.
3. The DPs are supportive of the updated SOP and point out that it addresses many past concerns. Training and capacity building on the SOP will be crucial moving forward.
4. The MEF is holding EAs/IAs accountable for correct implementation of the SOP, a very positive signal towards increased quality of MEF’s portfolio of DP-funded projects. As an initial step to operationalize the SOP, MEF conducted several awareness workshops in November and December 2012 attended by Government/EA staff and DPs.
5. An intensive training of trainers on PM and FMM and a further mainstreaming of SOP to EA and PMU staff is planned in early 2013. Funding is covered under the newly approved JFPR-funded TA 8188-CAM: Country Systems in Procurement and Financial Management, managed by ADB/CARM. As the SOP will be applied only to externally-funded projects, MEF reiterated that all loan agreements will be required to make reference to SOP and indicate that SOP will apply. Otherwise, procedures (particularly procurement) will follow the Government Procurement Law.
6. The WB and MEF also draw attention to the importance of FMM integration with the government system using the new Government chart of accounts. The government plans to introduce its Financial Management Information Systems (FMIS) by 2015. FMIS is currently in bidding, in the first stage for short listing. The FMIS Treasury System Phase I will support processing of budget credit allocations, payments, receipts, cash management, budgetary and internal control, accounting and reporting. FMIS will have capabilities to support future, broader functionality for procurement, budget formulation, inventory, and asset management, throughout the whole of Government.

#### Monitoring and Evaluation (M&E)

1. WB & ADB jointly mobilized consultants to organized M&E workshops for EAs and IAs for ADB-WB & JICA-financed projects in December 2011 but progress was delayed in 2012 due to the current status of some sector follow-up actions and limited capacity of some EAs/IAs in this area.
2. Please reference the Key Systemic Portfolio Bottlenecks section of this background paper for more details.

#### Procurement

1. In 2012 JICA began discussing with MEF issuing Express of Interests (OIs) to shorten the overall selection process. This has resulted in reduced delays and greater agreement among selected candidates.
2. **Improved Quality and Competitiveness of Bids**. In July 2012 ADB held a workshop in Siem Reap and a Project Implementation Seminar for PMUs to build capacity and improve project implementation.
3. **Advance Procurement**. To reduce procurement time, advance procurement has been tried but has not yet proved fruitful due to staffing readiness.
4. **Procurement Tracking Forms**. The revised SOP mandates the submission of tracking forms be required prior to any Procurement Review Committee (PRC) meeting. This has become mandatory from 22 May 2012 but all EAs and IAs are not fully aware of the requirements. As the awareness and training programs on procurement monitoring commences in 3rd Quarter of 2013, greater compliance is expected. More effective and even use of these forms will enable MEF, ADB and WB to better pinpoint and analyze the bottlenecks and MEF is enforcing this requirement.
5. There is greater enforcement at the PRC by MEF. All relevant parties must complete the procurement tracking forms and submit the form in advance in order for MEF to attend. MEF underscores that previously this was not being implemented and MEF is enforcing the use of PMTF and requiring IAs/EAs to use tracking forms in advance of the Procurement Review Committees.
6. JICA has been using the tracking form for approximately 4 months. JICA began discussing the procurement and tracking form with MEF in November 2012 and started using the form in December 2012.
7. ADB is interested to compare data to see if there is consistency between the PMTF and ADB’s internal system. The ADB notes there has been much improvement with online e-Operations which among others, tracks down portfolio and financial data, consultant recruitment, and procurement activities. Information is now better integrated. Several issues, however, remain in terms of accessibility and navigability.

#### Financial Management

**External Audits**

1. There are currently four audit firms deemed as ‘acceptable audit firms’ by the WB and ADB in Cambodia (PWC, KPMG, E&Y and BDO). BDO was added to the list last year after completion of an auditor acceptability review of four audit firms conducted by a consultant jointly funded by the WB and ADB. This acceptability review was completed as part of KICPAA’s quality assurance review process (the review in essence served two purposes - capacity building for KICPAA and auditor acceptability for the Banks). The four firms (BDO and 3 local firms) were selected following an external audit workshop for external auditors which explained the WB and ADB’s expectations of the project external audits. A further workshop was held after the completion of the acceptability review to give auditors an overview of the results. In general terms, the review found that it would be difficult for local audit firms to meet the expected audit quality criteria.

#### Start Up Delays

1. Start up delays remain a key issue for portfolios. Please reference Key Systemic Portfolio Bottlenecks section of this background paper.

***Good Governance***

1. The approach to design of the Risk Management Plans (RMPs) like Good Governance Frameworks (GGFs) should be shifted from that of a compliance tool to a management tool, more integrated into the business processes of the project. Particular attention should be paid to assessment of risks to operations at preparation stage, with a particular focus on risk to achieving the project development objectives and the agreed results. Based on the risk assessment, risk mitigation measures need to be defined. RMFs will henceforth be closely aligned to these risk mitigation measures and developed into a risk management tool to be used during project implementation. However capacity of EAs/IAs must be built in the implementation of the RMPs before any expansion of the RMPs is warranted.

1. The RMPs/GGFs are available in the Khmer language using simple and practical terminology that can be easily understood by implementers.
2. In CY2012 the World Bank held two GGF workshops on compliance; the second event by Ministry of Interior in March included successful discussions on disclosure. Capacity building for the GGF has been slow, however, and trainings rescheduled for CY2013. A concept note has already been developed for training on the role of civil society.
3. Quarterly portfolio reviews have continued to assess the implementation and effectiveness of GGFs as well as risk management plans and mitigation measures. WB & MEF jointly discussed this at the review in October 2012.

1. WB-supported project specific workshops on compliance handling have been conducted. The Ministry of Interior hosted a second generation event in March 2012 through the Demand for Good Governance that was very well attended. The Ministry has provided strong cooperation and support. Training on the role of civil society is scheduled by end of May 2013.
2. Within the DFGG project, support for the Arbitration Council has yielded strong indicators of success.
3. The WB underscores that the GGF needs to be applied more equally, tracked at the portfolio level, and require task team leader and project manager engagement in terms of compliance review, reporting, performance level monitoring and management level support for missions.

### Safeguards

1. DPs have been actively engaging to address environmental and social risks and note improvement compared to the past. Safeguards are important for Cambodia due to the large number and focus on infrastructure and agriculture projects.
2. Most of the existing projects supported by DPs do not involve significant environmental or social risks.
3. The 2011 JCPPR MOU mentions on-going efforts by the RGC to address environmental and social management safeguards, as reflected in the development of the legal and administrative framework to be finalized. Progress of the legal and administrative framework is in progress and the first draft is expected to be finalized in 2014.
4. The WB is currently upgrading its safeguard policy.

## Key Systemic Portfolio Bottlenecks

While many of the key portfolio bottlenecks issues in CY2012 are the same as identified in CY2011, several constraints have been removed and new constraints have been added. Consultations with the DPs and MEF leading up to the JCPPR consultative workshop have resulted in a prioritization of bottleneck issues to easily identify areas of greatest concern.

### Project Preparation and Readiness (High Priority)

1. Full project readiness is the ideal condition under which project feasibility, detailed design, strong EA engagement, resettlement action plans and procurement up to the contract award for first year packages, and establishment of EA/IA implementation teams, have all been achieved before project approval. Accurate determination of project costs and lending requirements will be achieved, the project can start immediately after effectiveness, and there is a high probability that outputs will be achieved on time and within budget.

Project Readiness Filters (PRF)

1. ADB’s experience in CY2012 is that Project Readiness Filters are still unevenly applied and need to be more strictly enforced. .
2. To address this, SOP Awareness Workshop, which was held in the last quarter of 2012, included sessions on Project Readiness Filters. The upcoming SOP training programs (for 120 Government Staff between 2013 and mid 2014) under the TA 8188-CAM: Country Systems in Procurement and Financial Management will include detailed modules on PRFs. This will be done in conjunction with the operationalization of advance actions to avoid implementation start-up delays. Improvement in compliance will require DPs to conduct the awareness and application of PRF requirements during preparation of their respective projects.
3. JICA began using project readiness filters for two projects in CY2012. The filter form had to be adjusted slightly to fit with JICA procedures; JICA risk indicators are different than that of the WB or ADB. JICA would like to receive feedback from DPs for greater future use of the PRF.

Ensuring Reasonableness and Reliability of Cost Estimates

1. The accuracy of the cost-estimates during bid preparation process remains very important. The JCPPR 2010 recommended looking into possibility of defining established cost indicators for preparing cost estimates. No major progress has been reported so far in this area as of CY2012.

### Project Start Up (High Priority)

1. Delay in starting project implementation after effectiveness remains a concern. The DPs have identified the main problem as the time taken to undertake critical procurement processes. A measure of this impact is the time from Board approval to mobilization of the project implementation consultant firm.
2. For CY2012, ADB and JICA identify project start up delays as a recurring issue facing new projects that is negatively impacting portfolio performance. For the WB, no new projects commenced in CY2012. In many cases, ADB and JICA note that it takes 1.5 to 2 years from signing to recruit consultants and award 10% of the loan amount. Thus, there is an increasing pressure to undertake advance actions prior to loan effectiveness such as early consultant recruitment, providing project management consultants to assist with start-up work while awaiting recruitment of implementing consultants/firms, and establishing/mobilizing the project management unit.
3. DPs suggest that project start up delays could be reduced by improving the quality of project and operationalizing SOP advance actions. In particular, consultant recruitment, the TOR and RFPs should be finalised at project preparation stage by the DP team and agreed by EAs.Strictly applying project readiness filters for new projects under processing will help to enable quick implementation start up.
4. DPs also suggest that to address project start-up delays from a medium-term perspective, the focus should not be on reliance of external consultants but on government capacity and country systems. There needs to be dedicated government staff in the EAs/IAs to justify the planned training/capacity building provided to EA/IA staff. However in the current situation, given the limited capacity of EAs, DP preparation teams should provide the necessary guidance and assistance to EAs.
5. The agreed actions to smooth the transition from project preparation to implementation date from the JCPPR of 2011, are provided in Annex 1: Project Preparation Actions.

***Complaint Mechanism Procedure / Committee (Medium Priority)***

1. With regards to the procurement process, a well functioning and agreed upon mechanism to discuss complaints and issues can bring significant benefits to all parties. The Procurement Manual specifies complaint mechanism procedures. However there is a need to ensure enforcement of the procedures and that accountability and ownership should rest with the client. The makeup of the complaints committee would need to be given careful consideration.

**Procurement Review Committee (PRC) - Line Ministry Delegation** ***(High Priority)***

1. While some past constraints related to the functioning of the Procurement Review Committees (PRC) have been addressed, the issue of delegation of authority by line ministries is a key issue. The Procurement Manual, mandated by a Sub Decree, under Article 3 of the Procurement Law, has clearly specified the requirements, responsibilities and accountability of the PRC. Once PRC approves, no further approvals are necessary. When there is no consensus on the decision or when the PRC members are absent, EA representatives must seek approval from higher officials not present at the PRC, delays in decision making results.
2. There is a need for capacity building for the Bid Evaluation Committee (BEC) and to avoid conflict of interest that one person cannot sit on both committees. This is specified in the Procurement Manual, and intensive training will be conducted for participants, who will, at the end of the training demonstrate that they can carry out evaluation of bids.

**Quality of Audits *(High Priority)***

1. The need for strong external auditing is a major issue for the DPs. Quality of audit reports and level of expertise of auditors needs to be strengthened. The pool of acceptable audit firms is relatively small. The WB and the ADB are committed to continue to support the development of audit capacity in Cambodia and will consult with MEF on running further workshops for external audit firms.

1. Based on the past experience, important point is the issue around the contract management/due diligence review, ensuring that: (i) key staff proposed in the proposal of a winning consultant contract was actually employed to carry out the assignment; (ii) the TOR provides sufficient guidance on key areas and issues to be audited; and (iii) technical evaluation criteria are sufficient to meet the standard level of quality of outputs expected.

**Limited / Weak Capacity Issues *(High Priority)***

1. Limited or weak capacity, particularly in the areas of operationalizing SOP, procurement, and financial management, places portfolios at risk.

Operationalizing the SOP

1. Operationalization of SOP and capacity building for project administration, procurement, and financial management is supported and ranked a high priority by both DPs and MEF.

Procurement

1. The updated Procurement Manual is viewed favourably by the DPs and addresses many of the issues that have been raised over the past five years. The extent to which IAs/EAs are following the updated manual, however, was raised by DPs and MEF. Conducting trainings and workshops to build awareness, to operationalize the procurement manual, and to build procurement expertise more broadly is supported by all parties.
2. IAs/EAs note that the updated PM applies primarily to new projects and since the majority of the current DP portfolio projects follow the previous PM, it is too early to be applying the new manuals. The WB has not had new projects to begin using the updated procurement manual. However MEF indicated that the PM applies as of the date of promulgation and that with intensive training compliance will be much improved.
3. Training and capacity building on the updated manual nonetheless remains crucial. Continued capacity building efforts are underway through JFPR-funded TA 8188-CAM: Country Systems in Procurement and Financial Management. Of the approximately 45 staff EAs/IAs to be selected in CY2013, 15 TOTs have already started the training program for financial management, 10 TOTs have already been identified for procurement management, preparation of which will commence in June 2013. The curriculum has been approved. JICA also intends to provide trainings to EAs in Q3 2013.
4. By Q4 2013, 60 staff will have been trained on procurement and 60 staff will have been trained on FMM (120 total). In 2014, an additional 120 more staff for PM and FMM will be trained. For gender mainstreaming, this provides a good opportunity to encourage and nominate candidates for female TOTs.
5. ADB and WB will jointly deliver a procurement training session to bidders in mid-June 2013.
6. Capacity building of the PRC is also supported by DPs and MEF. Training will help address irregularities that seem to have escaped the attention of PRCs when evaluating proposals, such as cases found of deficient national consultant CVs as part of bids from international firms, where national consultants had not consented to the use of their CV in the proposal.

Financial Management

1. DPs seek greater financial management awareness raising among EAs and clear communication and reference to the Financial Management Manual (FMM), emphasizing the importance of strong financial controls in terms of the control environment and ensuring that funds are spent for the purposes intended and capacity building activities are being implemented.
2. **Soft Expenditure.** Soft expenditures are expenditures related to fuel, per diems, accommodation, travel, training, workshops, stationery and maintenance continue to be problematic areas. To meet the requirements of flexibility and at the same time, accountability in the use of funds, it is imperative that the guidelines are further specified in the PAM/PIM with reference to the FMM to provide the proper guidance to EAs/IAs.

### Good Governance Framework (High Priority)

1. As noted in the previous section, the approach to design of the GGF should be shifted from that of a compliance tool to a management tool, more integrated into the business processes of the project.
2. Particular attention should be paid to assessment of risks to operations at preparation stage, with a particular focus on risk to achieving the project development objectives and the agreed results. Based on the risk assessment, risk mitigation measures need to be defined. RMPs/GGFs will henceforth be closely aligned to these risk mitigation measures and developed into a risk management tool to be used during project implementation. DPs are ready and willing to discuss how to make them more relevant, more effective and easier to implement

1. There is strong engagement on a project basis but additional support and workshop training are needed to help familiarize IAs. The social accountability elements of GGF require particular attention, and the DFGG project will provide for training in this area to EAs/IAs.
2. The WB underscores that the GGF needs to be applied more equally, tracked at the portfolio level, and require task team leader and project manager engagement in terms of compliance review, reporting, performance level monitoring and management level support for missions.
3. MEF states that all the elements of the GGF are included in the SOP and the SOP is consistent with RGC law.

### Monitoring and Evaluation (Medium Priority)

1. Insufficient M&E capacity in EAs/IAs has been raised for some years and remains an area for improvement. Following reviews by both the ADB and WB of their project results frameworks and supporting monitoring and evaluation arrangements, efforts are needed to improve the capacities of EA/IAs to assess project and development objectives.
2. In 2011 a stock-taking of the WB portfolio’s M&E arrangements revealed findings and constraints and challenges common across the portfolio to the effective assessment of development outcomes. The findings remain relevant for CY2012 and are outlined in Annex 2: WB M&E Findings and Constraints.
3. EAs/IAs note that M&E is arranged by the TA, not the line ministry. Given that the consultant selection is performed by the Bank and typically approvals are made by the consultant TA, the sense of ownership among EAs/IAs is lower.

### Gender

1. In 2012, ADB formulated two Gender and Development Cooperation Fund grants (totalling $202,000) to develop public private partnerships at the Siem Reap Women’s Development Center with the Ministry of Women’s Affairs and to promote women’s access to rural road construction and maintenance jobs with the Ministry of Rural Development. In addition ADB continued to support the implementation of 12 ongoing project gender action plans, working with project implementation teams in 11 ministries. Out of the 9 new projects approved in 2012, 6 projects were categorized with effective gender mainstreaming, and one carries a gender theme. The proportion of projects in Cambodia with gender mainstreaming at 78% is therefore significantly higher than Strategy 2020’s institutional target of 50% for ADF countries. Other gender highlights include receiving a Community of Practice award for gender equity results under the Rural Road Improvement Project, and hosting a CARM NGO round table on gender in July 2012 where about 30 civil society groups discussed ADB’s approach to gender mainstreaming in projects and programs.

# Conclusions

1. This Background Paper is intended to provide background data for the consultation stage of the JCPPR. It will be modified and refined during the JCPPR process, taking account of comments from all stakeholders, and will subsequently inform the preparation of the Action Plan to be developed by MEF and the DPs. In due course, the conclusions will be found in the Memorandum of Understanding and attachments, signed by the three parties at the conclusion of the JCPPR.

# Annex 1: Project Preparation Actions

The agreed actions to smooth the transition from project preparation to implementation date from the JCPPR of 2009, signed in June 2010. They are reiterated below:

* Project preparation teams from both EAs and DPs must increase their effort to ensure compliance with the agreed project readiness filters before loan/credit/grant negotiations.
* Preliminary design of sub-projects to feasibility level should be included in the TOR of project preparation consultants and be completed as a condition of negotiations.
* Operationalization of advance actions – although encouraged, project management units are still unable to carry out advance actions. More guidance on the operationalization of advance actions is needed (perhaps a consultative workshop on the topic is needed)
* EAs/IAs should ensure continuity from the project design phase by keeping project preparation teams (including consultants where used) in place until effectiveness to carry out pre-implementation duties, such as advanced action on procurement (including recruitment of the long term project implementation consultants), and preparation of first-year bidding documents. This will require a clear division of roles and responsibilities in project implementing teams and an appropriate budget commitment by the EA/IA, which can be supported by ADB Project Design Facility, which is similar to WB’s PPF facility. The continuous availability of the DPs project preparation teams during project start up is also critically important.
* EAs/IAs should invite bids for first year goods and works contracts as early as possible during project preparation so as to enable bids to be received by the time of project negotiations, bid evaluation to be completed by the time of DP Board approval of the loan/credit/grant, and the contract to be awarded immediately upon effectiveness of the project.

# Annex 2: WB M&E Findings and Constraints

In 2011 a stock-taking of the WB portfolio’s M&E arrangements revealed findings and constraints found:

* Newer documentation requirements (e.g., results framework and accompanying arrangements for results monitoring table) have yielded increased M&E related information, including some baseline data and target values, planned use of data, data collection instruments, frequency of reporting and responsibility.
* The PDOs of more recently-approved projects are more focused on outcomes for which the project can be held accountable. The most common omission in the PDO statement is the explicit identification of the specific target group(s), beneficiaries and institutions (although these may be described in the accompanying text) and expected change as a result of the project. The number (and type) of project beneficiaries in some projects are thus not systematically measured or reported.
* Review of the Cambodia portfolio confirms the finding of broadly similar assessments in other regions: that a more focused, relevant set of indicators and targets results in more complete and accurate data collection.
* While indicators in general increasingly measure outcomes (e.g., access to and use of public services), capacity-building indicators remain relatively underdeveloped. The focus on inputs (e.g, numbers trained) should be extended to include the results of capacity-building activities (e.g., application of new skills).
* Many projects include support for the implementation of M&E activities. The design of M&E arrangements frequently, however, do not adequately reflect the capacity of implementing agencies to operationalize M&E arrangements, nor do they take into account the availability and quality of existing data sources which can compromise their effectiveness.
* A variety of institutional arrangements for M&E are employed (using a combination of existing agency staff, dedicated project staff, local and international consultants – all of whom report to government officials). The most effective institutional arrangements make strategic use of consultants (e.g., to design and conduct baseline surveys, develop databases).
* Project management demand for, ownership of, reporting on, and use of monitoring and evaluation data varies across agencies, and is highest in those projects linked to sectoral programs (e.g., public financial management, health, education), where impact evaluations can provide lessons for sustainability under government funding after a loan/credit/grant closes. Alignment with sectoral indicators and targets is also associated with better quality M&E systems.
* A constraint affecting all projects, including those with more effective monitoring and evaluation systems, is the analysis and use of M&E data.

# Annex 3: ADB/WB/JICA Portfolio CY2012

1. **Loans, Credits and Grants as of December 31, 2012**

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **WB INVESTMENT PROJECT** | | | | | | | | | | | | | | | |
| No. | Credit / Loan / Grant Number | | | Project Name | | | | Effective Date | Closing Date | | Months to Closing Date | Net Credit / Loan / Grant Amount (US$) | Disbursed in CY12  (US$) | Disbursed to end CY2012  (US$) | Disbursed to end CY2012  (%) |
| 1 | MDTF RETF092097 | | | Education Sector Support Scale Up Action Program (FTI) | | ESSSUAP | | 13-Jun-08 | 31-Dec-12 | | Closed | 57,400,000 | 15,910,000 | 57,400,000 | 100% |
| 2 | IDA-44700 | | | Second Health Sector Support Project | | HSSP2 | | 19-Jan-09 | 30-Jun-14 | | 18.2 | 30,000,000 | 4,750,000 | 16,350,000 | 55% |
| 3 | MDTF RETF093574 | | | Second Health Sector Support (MDTF co-financing) Project | | HSSP2-MDTF | | 14-Jan-09 | 30-Jun-14 | | 18.2 | 86,090,000 | 24,930,000 | 62,210,000 | 72% |
| 4 | IDA-47960 & H6070 | | | Higher Education Quality & Capacity Improvement Project | | HEQCIP | | 30-Dec-10 | 31-Dec-15 | | 36.5 | 23,000,000 | 1,520,000 | 2,950,000 | 13% |
| 5 | IDA-H1650 | | | Trade Facilitation & Competitiveness Project | | TFCP | | 12-Dec-05 | 31-Jul-12 | | Closed | 10,000,000 | 2,180,000 | 9,850,000 | 99% |
| 6 | IDA-H2410 | | | Public Financial Management & Accountability Project | | PFMAP | | 14-May-07 | 15-Mar-14 | | 14.6 | 14,000,000 | 4,320,000 | 13,450,000 | 96% |
| 7 | TF054547 | | | Public Financial Management & Accountability Project | | PFMAP-MDTF | | 30-Jun-05 | 11-Apr-12 | | Closed | 12,840,000 | 0 | 10,090,000 | 79% |
| 8 | MDTF RETF093573 | | | Trade Development Support Program | | TDSP | | 9-Mar-09 | 31-Jan-14 | | 27.3 | 12,350,000 | 2,890,000 | 5,290,000 | 43% |
| 9 | IDA-H3610 | | | Avian & Human Influenza Control (IDA) | | AHICEPP | | 6-Aug-08 | 30-Jun-13 | | 6.0 | 6,000,000 | 1,080,000 | 4,850,000 | 81% |
| 10 | TF058146 | | | Avian & Human Influenza Control (EU) | | AHICEPP-TF-EU | | 15-Feb-08 | 30-Jun-13 | | 6.0 | 2,000,000 | 310,000 | 1,280,000 | 64% |
| 11 | TF056832 | | | Avian & Human Influenza Control (GOJ) and Preparedness Emergency Project | | AHICEPP-TF-GOJ | | 15-Feb-08 | 30-Jun-13 | | 6.0 | 3,000,000 | 850,000 | 1,770,000 | 59% |
| 12 | IDA-44410 & H3860 | | | Land Allocation for Social & Economic Development Project | | LASED | | 11-Sep-08 | 30-Jun-13 | | 6.0 | 11,500,000 | 3,000,000 | 7,200,000 | 63% |
| 13 | IDA-H4410 | | | Demand for Good Governance Project | | DFGG | | 24-Jun-09 | 14-Mar-14 | | 14.6 | 20,000,000 | 5,130,000 | 13,730,000 | 69% |
| 14 | IDA-4839 & H6340 | | | Agribusiness Access to Finance Project | | AAFP | | 5-May-11 | 31-Dec-18 | | 73.0 | 5,000,000 | 200,000 | 3,200,000 | 64% |
| 15 | IDA-38400 | | | Rural Electrification & Transmission (IDA) | | RETP | | 29-Mar-05 | 31-Jan-12 | | Closed | 40,000,000 | 5,160,000 | 35,580,000 | 89% |
| 16 | RETF053036 | | | Rural Electrification & Transmission (GEF) | | RETP-GEF | | 29-Mar-05 | 31-Jan-12 | | Closed | 5,750,000 | 1,080,000 | 4,970,000 | 86% |
| 17 | IDA-44420 | | | Road Asset Management Project | | RAMP | | 19-Dec-08 | 30-Sep-13 | | 9.1 | 30,000,000 | 11,570,000 | 16,580,000 | 55% |
| 18 | IDA-48180 & H6130 | | | Ketsana Emergency Reconstruction & Rehabilitation Project | | KERRP | | 14-Dec-10 | 31-Jul-14 | | 19.2 | 40,000,000 | 6,180,000 | 7,360,000 | 18% |
| **SUB-TOTALS** | | | | | | | | | | | | **408,930,000** | **91,060,000** | **274,110,000** | **67%** |
| **WB TECHNICAL ASSISTANCE FUNDS AND TRUST FUNDS – RECIPIENT EXECUTED** | | | | | | | | | | | | | | | |
| No | TF No. | | Usage | | Project Name | | Donor/Source | Effective Date | | Closing Date | Months to Closing Date | Net Credit / Loan / Grant Amount (US$) | Disbursed in CY12  (US$) | Disbursed to end CY2012  (US$) | Disbursed to end CY2012  (%) |
| 1 | TF091833 | | OP | | Strengthening Good Governance in Land Distribution | | JSDF | 13-Jun-08 | | 13-Jun-13 | 5.29 | 469,218 | 78,952 | 457,342 | 97% |
| 2 | TF091836 | | OP | | Strengthening Civil Society-Government Partnership to Deliver Land Tenure Security | | JSDF | 13-Jun-08 | | 13-Jun-13 | 5.29 | 415,267 | 54,878 | 242,075 | 58% |
| 3 | TF091839 | | OP | | Community Empowerment through Access to Land | | JSDF | 13-Jun-08 | | 13-Jun-13 | 5.29 | 1,483,603 | 162,808 | 655,017 | 44% |
| 4 | TF056832 | | CO | | Avian and Human Influenza Control and Preparedness Emergency Project (N.B. – also captured in investment projects above) | | PHRD | 15-Feb-08 | | 30-Jun-13 | 5.84 | 3,000,000 | 850,000 | 2,610,078 | 87% |
| 5 | TF058146 | | CO | | Avian and Human Influenza Control and Preparedness Emergency Project (N.B. – also captured in investment projects above) | | AHIF | 15-Feb-08 | | 30-Jun-13 | 5.84 | 2,000,000 | 310,000 | 1,587,711 | 79% |
| 6 | TF097459 | | TA | | Strategic Program for Climate Resilience | | MUL | 01-Aug-10 | | 30-Apr-13 | 4.00 | 1,500,000 | 504,558 | 746,966 | 50% |
| 7 | TF099090 | | TA | | Business Incubation (ASP 8 & 9) | | Finland | 19-Apr-11 | | 30-Jun-13 | 5.84 | 921,225 | 501,904 | 701,904 | 76% |
| 8 | TF092899 | | PP | | Mekong Integrated Water Resources Management Project | | GOJ | 26-Dec-08 | | 15-Feb-12 | Closed | 340,000 | 3,173 | 305,644 | 90% |
| **SUB-TOTALS** | | | | | | |  |  | |  |  | **10,129,313** | **2,466,273** | **7,306,737** | **72%** |
| **WB TFs - BANK EXECUTED** | | | | | | | | | | | | | | | |
| 1 | | TF091922 | TA | | Poverty Reduction & Governance Analysis & Coordination Support (PRAGACS) | | DFID | 01-Apr-08 | | 31-May-13 | 4.87 | 2,406,810 | 264,144 | 2,129,998 | 88% |
| 2 | | TF091834 | OP | | Strengthening Good Governance in Land Distribution | | JSDF | 13-Jun-08 | | 13-Jun-13 | 5.29 | 24,965 | 7,163 | 19,167 | 77% |
| 3 | | TF091837 | OP | | Strengthening Civil Society-Government Partnership to Deliver Land Tenure Security | | JSDF | 13-Jun-08 | | 13-Jun-13 | 5.29 | 20,761 | 7,781 | 20,045 | 97% |
| 4 | | TF091840 | OP | | Community Empowerment through Access to Land | | JSDF | 13-Jun-08 | | 13-Jun-13 | 5.29 | 29,971 | 13041 | 22980 | 77% |
| 5 | | TF093560 | TA | | TDSP Facilitation and Advisory Services | | MUL | 24-Dec-08 | | 31-Mar-14 | 14.68 | 2,547,000 | 821,378 | 2,102,164 | 83% |
| 6 | | TF093561 | TA | | Trade Development Trust Fund Supervision | | MUL | 24-Dec-08 | | 31-Mar-14 | 14.68 | 417,150 | 55,113 | 211,348 | 51% |
| 7 | | TF094040 | TA | | MDTF for the Public Financial Management Reform Program | | MUL | 01-Jan-09 | | 15-Jul-12 | Closed | 1,808,366 | 306,819 | 1,808,366 | 100% |
| No | | TF No. | Usage | | Project Name | | Donor/Source | Effectiveness Date | | Closing Date | Months to Closing Date | Net Credit / Loan / Grant Amount (US$) | Disbursed in CY12  (US$) | Disbursed to end CY2012  (US$) | Disbursed to end CY2012  (%) |
| 8 | | TF093562 | TA | | MDTF Health Sector Support Program | | MUL | 16-Jan-09 | | 30-Jun-14 | 17.61 | 5,461,690 | 1,178,728 | 2,975,830 | 54% |
| 9 | | TF093906 | TA | | W1- GPF | | MUL | 05-Feb-09 | | 31-Oct-13 | 9.81 | 1,500,000 | 112,645 | 1,231,425 | 82% |
| 10 | | TF095181 | TA | | SP Technical Assistance | | AusAID | 24-Aug-09 | | 15-Dec-13 | 11.26 | 1,263,007 | 259,887 | 1,083,606 | 86% |
| 11 | | TF095822 | TA | | Smallholder Agriculture Technical Assistance | | AusAID | 17-Nov-09 | | 31-Aug-12 | 11.26 | 797,200 | 187,615 | 473,869 | 59% |
| 12 | | TF097968 | TA | | Cambodia PPCR | | MUL | 01-Jul-10 | | 31-Dec-12 | Closed | 271,450 | 43,635 | 158,957 | 59% |
| 13 | | TF098218 | TA | | Strengthening of Flood and Drought Early Warning Systems for Cambodia (Australia Non-Core) | | GFDRR Track II TA | 15-Oct-10 | | 30-Sep-12 | Closed | 100,000 | 51,525 | 71,613 | 72% |
| 14 | | TF099149 | TA | | Strengthening Research and Policy Advice for the Supreme National Economic Council (SNEC) | | Korea | 01-Dec-10 | | 30-Nov-12 | Closed | 250,000 | 58,794 | 58794 | 24% |
| 15 | | TF098902 | TA | | Water and Sanitation Sector Work | | AusAID | 28-Jan-11 | | 30-Jun-13 | 5.84 | 250,000 | 99,752 | 245,847 | 98% |
| 16 | | TF010077 | TA | | Crisis Preparedness Project (# 10113) | | MUL | 01-Jul-11 | | 30-Apr-13 | 3.87 | 349,604 | 0 | 12,174 | 3% |
| 17 | | TF093712 | PP | | Smallholder Agriculture and Social Protection Support Operation | | MUL | 01-Dec-08 | | 31-Aug-12 | Closed | 175,000 | 44,352 | 163,361 | 93% |
| 18 | | TF012747 | TA | | Trust Fund For The Public Financial Management Reform Program In Cambodia | | Japan | 20-Jun-12 | | 14-Jul-16 | 41.65 | 3,273,921 | 268,669 | 268,669 | 8% |
| 19 | | TF096968 | TA | | Business Incubation (ASP 8 & 9) | | Finland | 17-May-10 | | 31-Dec-13 | 11.77 | 480,000 | 35,329 | 31,971 | 7% |
| 20 | | TF098330 | TA | | CAM/60 –SMPP Sanitation Marketing SS-DPSP | | MUL | 15-Nov-10 | | 31-Oct-13 | 9.8 | 410,000 | 40,032 | 38,979 | 10% |
| 21 | | TF098388 | TA | | 'CAM/58 - Strengthen Domestic PSP SS-DPSP | | MUL | 15-Nov-10 | | 31-Oct-13 | 9.8 | 390,000 | 31,065 | 28,974 | 8% |
| 22 | | TF010071 | TA | | 'Cambodia #10114 Improving Accounting and Audit Practice | | MUL | 29-Jun-11 | | 31-Dec-13 | 11.7 | 235,730 | 0 | 0 | 0% |
| 23 | | TF010284 | TA | | 'Cambodia #10138 Comprehensive Review and Strengthening of Legal Framework in Financial Sector. | | MUL | 24-Jul-11 | | 31-Dec-13 | 11.6 | 304,030 | 0 | 0 | 0% |
| 24 | | TF095245 | TA | | Cambodia: Impact Evaluation of Primary Scholarship Pilot | | MUL | 26-Dec-08 | | 15-Feb-12 | Closed | 340,000 | 129,632 | 305,644 | 90% |
| 25 | | TF095369 | TA | | Cambodia: Impact evaluation of Early Childhood Development activities | | MUL | 21-Sep-09 | | 31-Aug-12 | Closed | 190,000 | 148,927 | 148,927 | 78% |
| **SUB-TOTALS** | | | | | | |  |  | |  |  | **23,296,655** | **4,166,026** | **13,612,708** | **58%** |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **ADB PORTFOLIO CY 2012** | | | | | | | | | | | | | | | | | | | | | | | | | |
| No. | Credit/ Loan/ Grant Number | | | Project Name | Approval Date | Effectiveness Date | | Closing  Date | | | | Rev/Actual Closing Date | Months to Closing Date | | | Net Amount | | Net Effective Amount | | Disbursed in CY2012 | | Disbursed to End CY2012 | | % Cum. Disb. | |
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|
| 1 | 0241-CAM | | | GMS biodiversity conservation corridors project | 10.Dec.10 | 23.Mar.11 | | 30.Sep.19 | | | | 30.Sep.19 | 82.1 | | | 19.000 | | 19.000 | | 0.622 | | 2.522 | | 13.27% | |
| 2 | 0268-CAM | | | Cambodia flooding 2011: humanitarian assistance pr | 02.Nov.11 | 04.Nov.11 | | 04.May.12 | | | | 04.Dec.12 | Closed | | | 3.000 | | 3.000 | | - | | 3.000 | | 100.00% | |
| 3 | 2035-CAM | | | Northwest irrigation sector project | 09.Dec.03 | 02.Feb.05 | | 31.Dec.10 | | | | 30.Sep.12 | Closed | | | 19.147 | | 19.147 | | 0.258 | | 19.143 | | 99.98% | |
| 4 | 2376-CAM | | | Tonle sap lowlands rural development project | 05.Dec.07 | 05.Nov.08 | | 30.Jun.15 | | | | 30.Jun.15 | 30.3 | | | 9.942 | | 9.942 | | 2.242 | | 4.093 | | 41.17% | |
| 0092-CAM | | | Tonle sap lowlands rural development project | 05.Dec.07 | 05.Nov.08 | | 30.Jun.15 | | | | 30.Jun.15 | 30.3 | | | 9.900 | | 9.900 | | 1.817 | | 6.381 | | 64.45% | |
| 5 | 2455-CAM | | | Emergency food assistance project | 02.Oct.08 | 14.Oct.08 | | 30.Sep.11 | | | | 30.Sep.12 | Closed | | | 11.685 | | 11.685 | | 0.066 | | 11.685 | | 100.00% | |
| 0116-CAM | | | Emergency food assistance project | 02.Oct.08 | 14.Oct.08 | | 30.Sep.11 | | | | 30.Jun.15 | 30.3 | | | 17.500 | | 17.500 | | 0.533 | | 16.764 | | 95.80% | |
| 0302-CAM | | | Emergency food assistance project-additional financing | 11.Sep.12 | 12.Oct.12 | | 30.Jun.15 | | | | 30.Jun.15 | 30.3 | | | 24.500 | | 24.500 | | 2.475 | | 2.475 | | 10.10% | |
| 6 | 2599-CAM | | | Tonle sap poverty reduction and smallholder dev project | 08.Dec.09 | 31.Mar.10 | | 28.Feb.18 | | | | 28.Feb.18 | 62.8 | | | 3.278 | | 3.278 | | 0.150 | | 0.150 | | 4.58% | |
| 0186-CAM | | | Tonle sap poverty reduction and smallholder development project | 08.Dec.09 | 31.Mar.10 | | 28.Feb.18 | | | | 28.Feb.18 | 62.8 | | | 27.300 | | 27.300 | | 1.810 | | 3.184 | | 11.66% | |
| 0191-CAM | | | Tonle sap poverty reduction and smallholders development | 08.Dec.09 | 03.Dec.10 | | 15.Mar.14 | | | | 15.Mar.14 | 14.6 | | | 5.750 | | 5.750 | | 0.423 | | 0.423 | | 7.35% | |
| 0192-CAM | | | Part admin-tonle sap poverty reduction & smallholder development project | 08.Dec.09 | 15.Feb.10 | | 28.Feb.18 | | | | 28.Feb.18 | 62.8 | | | 6.690 | | 6.690 | | - | | - | | 0.00% | |
| 8243-CAM(IFAL) | | | Tonle sap poverty reduction and smallholder dev project | 17.Dec.09 | 15.Feb.10 | | 28.Feb.18 | | | | 28.Feb.18 | 62.8 | | | 6.533 | | 6.533 | | - | | 0.113 | | 1.73% | |
| 7 | 2672-CAM | | | Water resources management sector development program | 23.Sep.10 | 03.Jun.11 | | 30.Jun.18 | | | | 30.Jun.18 | 66.9 | | | 10.145 | | 10.145 | | 0.907 | | 0.907 | | 8.94% | |
| 0220-CAM | | | Water resources management sector development program | 23.Sep.10 | 03.Jun.11 | | 30.Jun.18 | | | | 30.Jun.18 | 66.9 | | | 2.800 | | 2.800 | | 0.100 | | 0.100 | | 3.57% | |
| 2673-CAM | | | Water resources management sector development program | 23.Sep.10 | 03.Jun.11 | | 30.Jun.13 | | | | 30.Jun.13 | 6.0 | | | 20.522 | | 20.522 | | - | | 10.372 | | 50.54% | |
| 8253-CAM(OFID) | | | Water resources management sector development program | 21.Sep.10 | 03.Jun.11 | | 15.Sep.15 | | | | 15.Sep.15 | 32.9 | | | 12.000 | | 12.000 | | - | | - | | 0.00% | |
| No. | Credit/ Loan/ Grant Number | | | Project Name | Approval Date | Effective Date | | Closing  Date | | | | Rev/Actual Closing Date | Months to Closing Date | | | Net Amount | | Net Effective Amount | | Disbursed in CY2012 | | Disbursed to End CY2012 | | % Cum. Disb. | |
| 8 | 2970-CAM | | | GMS flood and drought risk management and mitigation | 12.Dec.12 |  | | 30.Sep.19 | | | | 30.Sep.19 | 82.1 | | | 34.834 | | - | | - | | - | | 0.00% | |
| 0330-CAM | | | GMS flood and drought risk management and mitigation | 12.Dec.12 |  | | 30.Sep.19 | | | | 30.Sep.19 | 82.1 | | | 5.800 | | - | | - | | - | | 0.00% | |
| 9 | 9114-CAM | | | Building community cap for poverty reduction initiatives in | 19.Dec.07 | 31.Jan.08 | | 30.Jan.11 | | | | 12.Jul.12 | Closed | | | 1.500 | | 1.500 | | -0.007 | | 1.261 | | 84.09% | |
| 10 | 0090-CAM | | | Enhancing education quality project | 23.Nov.07 | 15.Sep.08 | | 31.Oct.14 | | | | 31.Oct.14 | 22.3 | | | 27.100 | | 27.100 | | 3.592 | | 16.316 | | 60.21% | |
| 11 | 0178-CAM | | | Strengthening technical & vocational education & training | 13.Nov.09 | 26.Feb.10 | | 31.Jul.15 | | | | 31.Jul.15 | 31.4 | | | 24.500 | | 24.500 | | 5.150 | | 8.912 | | 36.37% | |
| 12 | 2888-CAM | | | Third education sector development program | 13.Sep.12 | 21.Mar.13 | | 31.Dec.13 | | | | 31.Dec.13 | 12.1 | | | 12.096 | | - | | - | | - | | 0.00% | |
| 2889-CAM | | | Third education sector development program | 13.Sep.12 | 21.Mar.13 | | 30.Jun.18 | | | | 30.Jun.18 | 66.9 | | | 18.143 | | - | | - | | - | | 0.00% | |
| 13 | 9133-CAM | | | Piloting the post-harvest technology & skills bridging programs | 20.Apr.09 | 02.Jul.09 | | 02.Jul.12 | | | | 31.Oct.12 | Closed | | | 2.000 | | 2.000 | | 0.466 | | 1.924 | | 96.19% | |
| 14 | 2261-CAM | | | second power transmission and distribution project | 04.Oct.06 | 29.Jan.08 | | 31.Dec.10 | | | | 31.Dec.13 | 12.1 | | | 20.771 | | 20.771 | | 5.838 | | 7.897 | | 38.02% | |
| 15 | 2979-CAM | | | Medium-voltage sub-transmission expansion sector project | 14.Dec.12 |  | | 31.Dec.17 | | | | 31.Dec.17 | 60.8 | | | 44.680 | | - | | - | | - | | 0.00% | |
| 16 | 2815-CAM | | | Third financial sector program-subprogram 1 | 29.Nov.11 | 08.Feb.12 | | 31.May.12 | | | | 31.May.12 | Closed | | | 14.740 | | 14.740 | | 14.740 | | 14.740 | | 100.00% | |
| 17 | 0025-CAM | | | GMS regional communicable diseases control | 21.Nov.05 | 07.Mar.06 | | 30.Jun.10 | | | | 17.Oct.12 | Closed | | | 9.000 | | 9.000 | | -0.000 | | 8.769 | | 97.44% | |
| 18 | 0231-CAM | | | Second GMS regional communicable diseases control | 22.Nov.10 | 22.Mar.11 | | 30.Jun.16 | | | | 30.Jun.16 | 42.5 | | | 10.000 | | 10.000 | | 1.774 | | 2.962 | | 29.62% | |
| 19 | 2873-CAM | | | Trade facilitation: improved sanitary & phytosanitary handling GMS | 26.Jun.12 | 08.Oct.12 | | 28.Feb.18 | | | | 28.Feb.18 | 62.8 | | | 10.991 | | 10.991 | | - | | - | | 0.00% | |
| 20 | 0133-CAM | | | Public financial management for rural development | 04.Dec.08 | 22.Dec.08 | | 30.Sep.12 | | | | 30.Sep.13 | 9.1 | | | 4.100 | | 4.100 | | 1.060 | | 3.098 | | 75.57% | |
| 21 | 0136-CAM | | | Sanitary & phytosanitary standards management system | 05.Dec.08 | 22.Dec.08 | | 30.Sep.12 | | | | 19.Feb.13 | Closed | | | 2.000 | | 2.000 | | 0.523 | | 1.845 | | 92.23% | |
| 22 | 0222-CAM | | | Public financial management for rural development project | 30.Sep.10 | 08.Apr.11 | | 30.Sep.13 | | | | 30.Sep.14 | 21.2 | | | 5.000 | | 5.000 | | 0.761 | | 0.836 | | 16.73% | |
| 23 | 0224-CAM | | | cap dev to support the promoting economic diversifications | 30.Sep.10 | 11.Jan.11 | | 30.Sep.14 | | | | 30.Sep.14 | 21.2 | | | 5.000 | | 5.000 | | 0.931 | | 1.195 | | 23.90% | |
| No. | Credit/ Loan/ Grant Number | | | Project Name | Approval Date | Effective Date | | Closing Date | | | Rev/Actual Closing Date | | Months to Closing Date | | Net Amount (US$) | | | Net Effective Amount  (US$) | | Disbursed in CY2012  (US$) | | Disbursed to End CY2012 (US$) | | % Cum. Disb. | |
|
|
| 24 | 2886-CAM | | | Decentralized public service & financial management sector development program - subprog1 | 13.Sep.12 | 21.Mar.13 | | 31.Mar.13 | | | 31.Mar.13 | | 3.0 | | 24.240 | | | - | | - | | - | | 0.00% | |
| 2887-CAM | | | Decentralized public service & financial management sector development program - subprog1 | 13.Sep.12 | 21.Mar.13 | | 30.Jun.16 | | | 30.Jun.16 | | 42.5 | | 13.642 | | | - | | - | | - | | 0.00% | |
| 25 | 2904-CAM | | | promoting economic diversification program-subpr3 | 27.Sep.12 | 12.Apr.13 | | 31.Mar.13 | | | 31.Mar.13 | | 3.0 | | 25.464 | | | - | | - | | - | | 0.00% | |
| 26 | 2288-CAM | | | GMS: rehabilitation of the railway in Cambodia project | 13.Dec.06 | 30.Jan.08 | | 30.Jun.10 | | | 30.Sep.13 | | 9.1 | | 43.646 | | | 43.646 | | 6.129 | | 33.824 | | 77.50% | |
| 8228-CAM(OFID) | | | GMS: rehabilitation of the railway in Cambodia | 10.Jan.07 | 20.Feb.08 | | 30.Jun.10 | | | 30.Sep.13 | | 9.1 | | 13.000 | | | 13.000 | | 1.027 | | 9.023 | | 69.41% | |
| 27 | 2373-CAM | | | GMS southern coastal corridor project | 28.Nov.07 | 12.Aug.08 | | 31.Dec.12 | | | 31.Dec.14 | | 24.3 | | 7.043 | | | 7.043 | | 1.041 | | 1.574 | | 22.35% | |
| 0096-CAM | | | GMS southern coastal corridor project (Cambodia) | 28.Nov.07 | 11.Dec.07 | | 31.Dec.12 | | | 31.Dec.12 | | Closed | | 8.000 | | | 8.000 | | 1.848 | | 3.060 | | 38.25% | |
| 28 | 2406-CAM | | | Road asset management project | 21.Jan.08 | 18.Dec.08 | | 31.Dec.13 | | | 31.Dec.13 | | 12.1 | | 5.803 | | | 5.803 | | 1.558 | | 3.853 | | 66.40% | |
| 0104-CAM | | | Road asset management project | 21.Jan.08 | 24.Apr.08 | | 31.Dec.13 | | | 31.Dec.13 | | 12.1 | | 4.800 | | | 4.800 | | 1.957 | | 3.643 | | 75.90% | |
| 8242-CAM(OFID) | | | Road asset management project | 11.Mar.09 | 22.Sep.09 | | 31.Dec.13 | | | 31.Dec.13 | | 12.1 | | 7.000 | | | 7.000 | | 0.322 | | 0.597 | | 8.52% | |
| 29 | 2539-CAM | | | GMS: Cambodia northwest provincial road improvement project | 24.Aug.09 | 25.Nov.09 | | 30.Jun.14 | | | 30.Jun.14 | | 18.2 | | 16.168 | | | 16.168 | | 1.928 | | 2.655 | | 16.42% | |
| 30 | 2602-CAM | | | GMS: rehabilitation of the railway in Cambodia (supplementary) | 15.Dec.09 | 21.Apr.10 | | 30.Sep.13 | | | 30.Sep.13 | | 9.1 | | 40.733 | | | 40.733 | | 5.537 | | 9.901 | | 24.31% | |
| 0187-CAM | | | GMS: rehabilitation of the railway in Cambodia project | 15.Dec.09 | 05.Jan.11 | | 30.Sep.13 | | | 30.Sep.13 | | 9.1 | | 22.460 | | | 22.460 | | 8.913 | | 10.563 | | 47.03% | |
| 31 | 2670-CAM | | | Rural roads improvement project | 23.Sep.10 | 06.Jan.11 | | 30.Jun.16 | | | 30.Jun.16 | | 42.5 | | 35.554 | | | 35.554 | | 4.907 | | 6.899 | | 19.40% | |
| 32 | 2839-CAM | | | Provincial roads improvement project | 16.Dec.11 | 02.Aug.12 | | 30.Sep.17 | | | 30.Sep.17 | | 57.8 | | 50.731 | | | 50.731 | | - | | - | | 0.00% | |
| 0278-CAM | | | Provincial roads improvement project | 16.Dec.11 | 02.Aug.12 | | 30.Sep.17 | | | 30.Sep.17 | | 57.8 | | 7.000 | | | 7.000 | | - | | - | | 0.00% | |
| 8254-CAM(STCF) | | | Provincial roads improvement project | 02.Nov.11 | 02.Aug.12 | | 30.Sep.17 | | | 30.Sep.17 | | 57.8 | | 10.000 | | | 10.000 | | - | | - | | 0.00% | |
| 33 | 2852-CAM | | | Flood damage emergency reconstruction project | 27.Mar.12 | 14.May.12 | | 30.Sep.15 | | | 30.Sep.15 | | 33.4 | | 54.265 | | | 54.265 | | 9.798 | | 9.798 | | 18.06% | |
| 0285-CAM | | | Flood damage emergency reconstruction project | 27.Mar.12 | 14.May.12 | | 30.Sep.15 | | | 30.Sep.15 | | 33.4 | | 5.250 | | | 5.250 | | 1.614 | | 1.614 | | 30.75% | |
| No | Credit/ Loan/ Grant Number | | | Project Name | Approval Date | Effective Date | | Closing Date | | | Rev/Actual Closing Date | | Months to Closing Date | | Net Amount (US$) | | | Effective Net Amount (US$) | | Disbursed in CY2012 (US$) | | Disbursed to End CY2012 (US$) | | % Cum. Disb. | |
| 34 | 0156-CAM | | | Second rural water supply and sanitation project | 15.Sep.09 | 27.Nov.09 | | 31.Dec.15 | | | 31.Dec.15 | | 36.5 | | 21.000 | | | 21.000 | | 1.419 | | 4.669 | | 22.23% | |
| 35 | 2983-CAM | | | GMS southern economic corridor towns dev project | 10.Dec.12 | 08.Apr.13 | | 30.Jun.19 | | | 30.Jun.19 | | 79.0 | | 36.921 | | | - | | - | | - | | 0.00% | |
| 0334-CAM | | | GMS southern economic corridor towns development project | 10.Dec.12 | 08.Apr.13 | | 30.Jun.19 | | | 30.Jun.19 | | 79.0 | | 1.500 | | | - | | - | | - | | 0.00% | |
| 0335-CAM | | | GMS southern economic corridor towns development project | 10.Dec.12 | 08.Apr.13 | | 30.Jun.19 | | | 30.Jun.19 | | 79.0 | | 4.400 | | | - | | - | | - | | 0.00% | |
| **35** | **58** | | | **CAM (35 Projects )** |  |  | |  | | |  | |  | | **920.567** | | | **698.847** | | **94.227** | | **252.740** | | **27.45%** | |
| **ADB TAs – ADVISORY AND CAPACITY DEVELOPMENT** | | | | | | | | | | | | | | | | | | | | | | | | | |
| No. | | TA No. | Project Name | | | | TA Type | | Approval Date | | | | | Signing Date | | | Completion Date | | | | TA Amount (US$) | | Disbursement (US$) | | |
| Original | | Revised | | Cum. Disb | | % Cum. Disb |
| 1 | | 7145 | Strengthening institutional capacity for emergency response to food crisis & improving food security | | | | ADTA | | 02 OCT 2008 | | | | | 09 OCT 2008 | | | 30 SEP 2010 | | 30 JUN 2015 | | 1,500.00 | | 1,321.92 | | 88.13% |
| 2 | | 7226 | Capacity development for national economic policy analysis & development management, phase III | | | | CDTA | | 12 JAN 2009 | | | | | 12 FEB 2009 | | | 31 DEC 2011 | | 31 DEC 2012 | | 500.00 | | 456.23 | | 91.25% |
| CDTA | | 12 JAN 2009 | | | | | 12 FEB 2009 | | | 31 DEC 2011 | | 31 DEC 2012 | | 150.00 | | 115.29 | | 76.86% |
| 3 | | 7305 | Tonle sap technology demonstrations for productivity enhancement | | | | CDTA | | 01 JUL 2009 | | | | | 27 JUL 2009 | | | 31 AUG 2012 | | 31 AUG 2013 | | 500.00 | | 31.91 | | 6.38% |
| CDTA | | 01 JUL 2009 | | | | | 27 JUL 2009 | | | 31 AUG 2012 | | 31 AUG 2013 | | 2,700.00 | | 1,582.37 | | 58.61% |
| CDTA | | 01 JUL 2009 | | | | | 27 JUL 2009 | | | 31 AUG 2012 | | 31 AUG 2013 | | 250.00 | | 0 | | - |
| 4 | | 7366 | Capacity development for income restoration programs | | | | CDTA | | 01 OCT 2009 | | | | | 17 DEC 2009 | | | 31 OCT 2011 | | 30 DEC 2012 | | 500.00 | | 498.70 | | 99.74% |
| 5 | | 7790 | Enhance project readiness & effectiveness | | | | CDTA | | 18 MAR 2011 | | | | | - | | | 31 DEC 2012 | | 31 MAY 2013 | | 225.00 | | 196.24 | | 87.22% |
| 6 | | 8051 | Advance actions for the flood damage emergency reconstruction project | | | | CDTA | | 20 JAN 2012 | | | | | - | | | 30 SEP 2012 | | 31 MAR 2013 | | 225.00 | | 172.28 | | 76.57% |
| 7 | | 8155 | Strengthening development partner coordination in Cambodia | | | | CDTA | | 30 AUG 2012 | | | | | - | | | 31 DEC 2013 | | - | | 175.00 | | 0 | | - |
| 8 | | 7757 | Capacity building for the Cambodian national petroleum authority | | | | CDTA | | 16 DEC 2010 | | | | | 01 FEB 2011 | | | 31 MAR 2013 | | - | | 400.00 | | 292.07 | | 73.02% |
| 9 | | 7610 | Supporting policy & intuitional reforms & capacity development in the water sector | | | | CDTA | | 23 SEP 2010 | | | | | 08 JUN 2011 | | | 30 SEP 2015 | | - | | 4,550.00 | | 540.80 | | 11.89% |
| CDTA | | 23 SEP 2010 | | | | | 08 JUN 2011 | | | 30 SEP 2015 | | - | | 3,750.00 | | 441.47 | | 11.77% |
| CDTA | | 23 SEP 2010 | | | | | 08 JUN 2011 | | | 30 SEP 2015 | | - | | 1,000.00 | | 121.40 | | 12.14% |
| 10 | | 8179 | Mainstreaming climate resilience into development planning | | | | CDTA | | 01 OCT 2012 | | | | | 31 OCT 2012 | | | 31 DEC 2017 | | - | | 7,000.00 | | 0 | | - |
| No. | | TA No. | Project Name | | | | TA Type | | Approval Date | | | | | Signing Date | | | Completion Date | | | | TA Amount (US$) | | Disbursement (US$) | | |
| Original | | Revised | | Cum. Disb. | | % Cum. Disb |
| 11 | | 7472 | Implementation of subprogram 4 of the financial sector program II | | | | CDTA | | 18 DEC 2009 | | | | | 05 FEB 2010 | | | 31 DEC 2011 | | 31 DEC 2012 | | 750.00 | | 550.75 | | 73.43% |
| CDTA | | 18 DEC 2009 | | | | | 05 FEB 2010 | | | 31 DEC 2011 | | 31 DEC 2012 | | 500.00 | | 401.34 | | 80.27% |
| 12 | | 7934 | Implementing subprogram 2 of the third financial sector program | | | | CDTA | | 29 NOV 2011 | | | | | 30 DEC 2011 | | | 14 JUL 2013 | | - | | 300.00 | | 75.83 | | 25.28% |
| CDTA | | 29 NOV 2011 | | | | | 30 DEC 2011 | | | 14 JUL 2013 | | - | | 800.00 | | 216.71 | | 27.09% |
| 13 | | 8159 | Decentralized public service & financial management sector development program | | | | CDTA | | 13 SEP 2012 | | | | | - | | | 31 OCT 2014 | | - | | 800.00 | | 0 | | - |
| 14 | | 7460 | Outcome monitoring and procurement review | | | | CDTA | | 15 DEC 2009 | | | | | 08 FEB 2010 | | | 31 DEC 2012 | | 30 SEP 2013 | | 500.00 | | 161.41 | | 32.28% |
| 15 | | 8005 | Supporting strengthening & institutional reform – department of land transport | | | | CDTA | | 16 DEC 2011 | | | | | 02 FEB 2012 | | | 16 DEC 2012 | | 21 MAY 2013 | | 500.00 | | 136.08 | | 27.22% |
| **15** | |  | **SUBTOTAL CDTA TAs** | | | |  | |  | | | | |  | | |  | |  | | **27,575.00** | | **7,312.83** | | **26.52%** |
| **ADB TAs – PROJECT PREPARATION** | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | | 8011 | Strengthening knowledge solutions for the Cambodia-ADB partners | | | | PATA | | | 05 DEC 2011 | | | | - | | | 30 JUN 2013 | | - | | 225.00 | | 44.51 | | 19.78% |
| 2 | | 8013 | Support for public private partnerships in Cambodia | | | | PATA | | | 16 DEC 2011 | | | | - | | | 31 DEC 2012 | | 30 JUN 2013 | | 225.00 | | 3.60 | | 1.60% |
| 3 | | 7675 | Rural electrification project | | | | PPTA | | | 29 NOV 2010 | | | | 31 JAN 2011 | | | 31 DEC 2011 | | 31 DEC 2012 | | 1,300.00 | | 624.21 | | 48.02% |
| 4 | | 4848 | Water resources management (sector) project | | | | PPTA | | | 16 OCT 2006 | | | | 21 NOV 2006 | | | 30 APR 2008 | | 31 DEC 2012 | | 300.00 | | 296.12 | | 98.71% |
| PPTA | | | 16 OCT 2006 | | | | 21 NOV 2006 | | | 30 APR 2008 | | 31 DEC 2012 | | 600.00 | | 0.25 | | 0.04% |
| PPTA | | | 16 OCT 2006 | | | | 21 NOV 2006 | | | 30 APR 2008 | | 31 DEC 2012 | | 1,000.00 | | 956.43 | | 95.64% |
| 5 | | 7904 | Climate resilient rice commercialization sector development program | | | | PPTA | | | 03 NOV 2011 | | | | 18 NOV 2011 | | | 30 AUG 2013 | | - | | 500.00 | | 402.96 | | 80.59% |
| PPTA | | | 03 NOV 2011 | | | | 18 NOV 2011 | | | 30 AUG 2013 | | - | | 1,000.00 | | 744.70 | | 74.47% |
| 6 | | 7657 | Third education sector development program (ESDP III) | | | | PPTA | | | 23 NOV 2010 | | | | 17 DEC 2010 | | | 31 JUL 2011 | | 28 FEB 2013 | | 700.00 | | 654.47 | | 93.50% |
| 7 | | 7373 | Developing an institutional framework for decentralization reforms | | | | PATA | | | 29 OCT 2009 | | | | 11 JAN 2010 | | | 31 OCT 2011 | | 31 DEC 2012 | | 1,200.00 | | 1,028.42 | | 85.70% |
| 8 | | 7836 | Promoting economic diversification subprogram 3 | | | | PPTA | | | 18 JUL 2011 | | | | 16 AUG 2011 | | | 31 DEC 2012 | | - | | 700.00 | | 502.67 | | 71.81% |
| 9 | | 7665 | Provincial roads improvement project | | | | PPTA | | | 29 NOV 2010 | | | | 28 DEC 2010 | | | 30 SEP 2012 | | - | | 1,000.00 | | 874.66 | | 87.47% |
| 10 | | 7986 | Integrated urban environmental management in the Tonle Sap basin | | | | PPTA | | | 13 DEC 2011 | | | | 17 JAN 2012 | | | 31 OCT 2012 | | 30 OCT 2013 | | 700.00 | | 0 | | - |
| 11 | | 8125 | Urban water supply and sanitation project | | | | PPTA | | | 02 AUG 2012 | | | | 17 AUG 2012 | | | 31 DEC 2013 | | - | | 800.00 | | 0 | | - |
| **11** | |  | **SUBTOTAL PPTAs** | | | |  | | |  | | | |  | | |  | |  | | **10,250.00** | | **6,133.01** | | **59.83%** |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **JICA PORTFOLIO CY 2012** | | | | | | | | | | |
| No**.** | Credit/Loan/Grant Number | Project Name | | Effective Date | Closing Date | Month to Closing Date | Net Credit/Loan/Grant Amount (US$) | Disbursed in CY2012 (US$) | Disbursed to end CY2012 (US$) | Disbursed to end CY2012 (US$) |
| 1 | CP-P11 | West Tonle Sap Irrigation and Drainage Rehabilitation and Improvement Project | WTSIDRIP | 1-Dec-11 | 1-Dec-19 | 84.2 | 53,800,002 | 0 | 0 | 0.00% |
| 2 | CP-P5 | Greater Mekong Telecommunication Project | GMTP | 10-Apr-06 | 10-Apr-16 | 39.9 | 37,950,000 | 13,530,000 | 1,420,000 | 3.74% |
| 3 | CP-P7 | Greater Mekong Power Network Project | GMPNP | 21-Jun-07 | 21-Jun-13 | 5.7 | 32,980,000 | 6,190,000 | 16,500,000 | 50.03% |
| 4 | CP-P8 | Sihanoukville Port SEZ Development Project 2 | SPSEZDP2 | 16-Jul-08 | 16-Jul-14 | 18.7 | 45,740,000 | 15,870,000 | 23,500,000 | 51.38% |
| 5 | CP-P9 | Niroth Water Supply Project | NWSP | 17-Jul-09 | 17-Jul-14 | 18.8 | 44,010,000 | 740,000 | 29,620,000 | 67.30% |
| 6 | CP-P10 | Sihanoukville Port Multipurpose Project | SPMP | 10-Dec-09 | 12-Oct-16 | 46.0 | 89,900,000 | 0 | 1,290,000 | 1.43% |
| 7 | CP-P12 | Siem Reap Water Supply Expansion Project |  | 24-Jul-12 | 24-Jul-21 | 104.2 | 90,260,000 | 0 | 0 | 0.00% |
| **SUBTOTAL** | | | | | | | **394,640,002** | **36,340,000** | **72,340,000** | **18.3%** |

# Annex 4: 2013 Joint Action Plan to Improve Portfolio Performance

| **CATEGORY** | | | **OUTPUTS** | **INPUTS REQUIRED / ACTIONS NEEDED** | **AGENCY RESPONSIBLE** | **NEXT STEPS / TARGET DATES** | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **PROJECT DESIGN** | | **Project Readiness Filters (PRF)**  **&**  **Advance Actions (AAs)** | Reduce delays in project implementation. | Build awareness of PRFs for new projects for project officers and EAs (in conjunction with AAs) via PRF workshops.  As a follow up to the JCPPR workshop will (i) support PRFs and AAs for all new projects, and (ii) raise awareness for all EAs/IAs. | ADB, WB, JICA, MEF, IAs / EAs  ADB will coordinate  with MEF and partners. | Workshop June 2013 | | |
| Increase use of Project Readiness Filters (PRFs) |
| Operationalize and increase use of Advance Actions (AAs). JICA intends to start using AAs. |
| Review, assess and provide feedback on the progress of PRFs and AAs at next portfolio review meetings. | MEF, ADB, WB, JICA. | Next QPPR and JCPPR meetings | | |
| Reduce processing time for the ratification of loan, grant, and technical assistance documents that require legal opinion by involving Ministry of Justice (MOJ) in the preparation process.  Task Teams to provide MOJ notification during preparation stage. | ADB, WB, JICA, MOJ, MEF | Ongoing | | |
| Reduce unnecessary complexity during project preparation.  Ensure project design is aligned with government capacity.  Develop a practicable project preparation framework (i.e. simplified process, harmonized requirements, select qualified staff, and set clear time frame for each project preparation). | ADB, WB, JICA |  | | |
| **Good Governance Frameworks**  **(GGF)** | Capacity building for active implementation of GGF | Conduct training awareness sessions for EAs/IAs on social accountability focusing on three elements: disclosure, complaints handling mechanism, and the role of civil society procurement monitoring; and enhance use of GGF after training. | MoI/DFGG with support from MEF, WB, ADB and JICA. | MOI’s GGF procurement monitoring workshop (funded through the DFGG IDA) tentatively scheduled for June 2013. | | |
| GGF is monitored and tracked for compliance | Track and report on GGF as part of mission findings | Task Teams | Ongoing | | |
| Bilateral portfolio reviews are conducted | Continue to assess the implementation and effectiveness of GGFs and risk management plans and mitigation measures at portfolio reviews. | WB, ADB, JICA, and MEF | GGF project level tracking performed bi-laterally (quarterly for WB and ADB, every 2 months for JICA) | | |
|  | | **Cost Estimates** | Reasonableness and reliability of cost estimates improved. | Costs should be updated with the progress of technical design and current market prices.  The updated amounts should be included in the procurement plan and procurement tracking forms. | EAs/IAs  WB/ADB/JICA | Ongoing | | |
| **CATEGORY** | | | **OUTPUTS** | **INPUTS REQUIRED / ACTIONS NEEDED** | **AGENCY RESPONSIBLE** | **NEXT STEPS / TARGET DATES** | | |
| **FIDUCIARY RISK** | | **External Auditing** | Improved quality of audit reports | WB and ADB will consult with MEF to run further workshops for external audit firms. | WB, ADB, and MEF | FMM workshop in Sept 2013;  Workshop geared towards EAs and will include private sector | | |
| Level of expertise of auditors strengthened | Discuss DPs and MEF’s expectations for high standard audit reports for DP-financed projects with private audit firms | DPs, EAs, MEF, private sector |
| Support KICPAA’s ongoing audit quality assurance monitoring program. | ADB, WB, KICPAA, DIC, NAA inputs | Ongoing | | |
| Timing and methodology of selection of audit firms improved | Ensure that future selection of financial auditing firm(s) be carried out in accordance with appropriate procurement methods.  Ensure proper contract management/due diligence review: (a) key staff proposed in the proposal of a winning consultant contract was actually employed to carry out the assignment; and (b) the TOR provides sufficient guidance on key areas and issues to be audited.  Provide appropriate technical evaluation criteria for bidding documents for selection of audit firm(s). | DPs, private sector auditors |  | | |
| **Soft Expenditures** | IAs / EAs have clarity regarding soft expenditures | To meet the requirements of flexibility and at the same time, accountability in the use of funds, it is imperative that the guidelines are further specified in the PAM/PIM with reference to the FMM to provide the proper guidance to EAs/IAs. | MEF, IAs/EAs | *The FMM workshop could be a good forum to discuss and provide further guidance on soft expenditures.* | | |
| **CATEGORY** | | | **OUTPUTS** | **INPUTS REQUIRED / ACTIONS NEEDED** | **AGENCY RESPONSIBLE** | **NEXT STEPS / TARGET DATES** | | |
| **CAPACITY BUILDING** | **Standard Operating Procedures (SOP)** | | Capacity strengthened in operationalizing the SOP.  45 government staff (20 for SOP, 15 for FMM, 10 for PM) selected to participate in TOT from July to September 2013.  By Q4 2013, 60 staff trained on procurement and 60 staff trained on FMM (120 total).  In 2014, 120 more staff for PM & FMM trained. | Capacity strengthening to line ministries for application of SOP (PM, FMM and procedures).   * *Conduct intensive TOTs on SOP, PM & FMM.* * *Expand the training to EAs/IAs from November onward.* * *Develop an interim certification program for SOP, PM and FMM from end of 2013 to mid 2014.*   WB to partner substantially with ADB in training design and implementation using in-house financial management and procurement teams. In parallel, ADB, WB & JICA will run quarterly procurement clinic and workshops for their respective EAs/IAs. The first session will be in June 2013. | Carried out by DIC with the support of ADB/WB/JICA. | | FMM consultant will have materials for DP review by end of April 2013  PM consultants will have materials for DPs review by end of June 2013  PM consultant contracting is in process; training on PM to take place Q3 2013  JICA to provide trainings to EAs in Q3 2013 | |
| **Financial Management** | | Operationalization of the FMM | Intensive TOT on financial management for further mainstreaming of PM and EA/PMU staff.  Provide guidance and support to PMUs/EAs and internal auditors through periodic clinics or workshops on financial management, and external auditors could be resource persons. |
| Regularly submitted disbursement monitoring & tracking forms | EAs/IAs will regularly submit disbursement monitoring and tracking forms |
| **M&E** | | Improved EA/IA skills for evaluating project outcomes and achievement of development objectives. | Organize a series of follow-up workshops, more relevant to line ministries, will continue to support the EAs/IAs with focus on sector M&E training and governance M&E indicators, in line with the results framework in the five-year NSDP. | EAs / IAs / WB / ADB / JICA with MEF | | Tailored 2-day workshops | |
| **CATEGORY** | | | **OUTPUTS** | **INPUTS REQUIRED / ACTIONS NEEDED** | **AGENCY RESPONSIBLE** | | | **NEXT STEPS / TARGET DATES** |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **NEXT JCPPR** | **Recommendations - Content** | Strategic directions | Introduction of strategic directions (e.g. debt strategy, sector strategies, and sustainability analysis) to provide useful context for discussions. | MEF, DPs | The preparation should start in January 2014. |
| Good practice | Share good practices – what is going well, lessons learned. | DPs, IAs/EAs |  |
| Joint action plan progress | Update progress from last action plan; how well have actions been implemented. | DPs | Semi-annually review the joint portfolio action plan. |
| New projects | Engage programming and technical side for new projects | DPs |  |
| **Recommendations - Logistics** | Breakout sessions | Increase participation and contribution of IAs/EAs. Lots of participants but a limited number spoke during the consultation meetings; breakout sessions could foster greater interaction and participation | DPs, MEF, IAs/EAs |  |
| Duration | Host a 2-day event with a wrap-up session at the final day. | DPs, MEF, IAs/EAs |  |
| Agenda / Structure | Suggestion:  Day 1  Morning: Problem identification sessions with views from IAs/EAs and government.  Afternoon: Breakout groups with different mix of people; highly interactive; guidelines for outputs.  Day 2  Morning: Reporting from breakout groups on day 1.  Afternoon: summary and closing session | DPs, MEF, IAs/EAs |  |
| Preparatory work | Start earlier; DPs could perform more individual analysis before the Consultant brought on.  MEF’s invitation letter should be sent to EAs/IAs at least 5 days in advance.  Formulate a Working Group consisting of MEF/DIC and DP teams to review the next JCPPR process and structure. | DPs  MEF/DIC |  |

# Annex 5: 2012 Portfolio Results Management Framework

| **DESIGN PERSPECTIVE AND GOAL** | **PERFORMANCE INDICATORS** | **TARGET** | **DATA SOURCES & REPORTING** | **BASELINE**  **(DEC-2010)** | **RESULTS**  **AT 31 DECEMBER**  **2012 (CY2012)** | **COMMENTS AND ASSUMPTIONS** |
| --- | --- | --- | --- | --- | --- | --- |
| Portfolio aligns with RGC development objectives and conforms to CAS/CPS. | Country economic growth performance. | RGC economic growth targets are met. | CAS/CPS updates.  Annual programming missions. |  |  | Regular consultations among RGC and DPs on alignment and balance of the two portfolios. |
| Individual PDO | 80% of PDOs of active projects are rated satisfactory and 90% are rated satisfactory by project completion | Regular M&E, QPPR, JCPPR, MTR, PCR | ADB:  Current = 100%;  Completion = 89%.  WB:  Current = 79.9%  Completion = 71.6% | ADB:  Current: 88.6%  Completion: = 66.7%  WB:  Current = 81.8%  Completion = 66.7% | * 31 PDOs of 35 active projects were on track. * 2 out of 3 PCRs were rated successfully. * 9 PDOs of 11 active projects were rated S/MS. * 2 PDOs of 3 completed projects were rated S/MS as of the end CY12. |
| Portfolio is implemented in timely, efficient and transparent manner with regular monitoring and evaluation | Efficient and timely project start up | By 2012, all project preparation teams to ensure compliance with agreed project readiness filters as a condition of negotiations. | EA/IA/DP project preparation teams.  EA/IA/MEF/DPs reports. | - | ADB: PRF and Advance Actions are implemented for all new projects. | MEF and DPs to implement the agreed JCPPR09 Action Plan including allocation of sufficient budgets for project preparation. |
|  | By 2012, bidding documents for all contracts to be awarded within the first 18 months of project lamentation prepared, approved and issued not later than negotiations. | EA/IA/DP project preparation teams. EA/IA/MEF/DPs reports. | ADB: 0%  WB: 0% | ADB: 0% (N/A for CY12)  WB: 0% (N/A for CY12) |
| Time from Board to effectiveness | New projects ≤ 3 months by 2012. | EA/IA/DP project preparation teams. EA/IA/MEF/DPs reports. | RGC/DP project preparation teams. | ADB: 4.3 months  WB= (no new projects) | ADB’s new 9 projects in 2012 took average 4.3 months from Board to Effectiveness.  ADB and WB to eliminate conditions of effectiveness in favour of compliance with project readiness filters. |
| Average decreases to ≤ 5 months by 2013. | JCPPR | ADB: 7.2 months  WB: 6.9 months | ADB: average 5.7 months  WB: 6.4 months (N/A for CY12) |
| For new ADB projects, time from Board approval to mobilization of project implementation consultants ≤ 15 months by 2012. | Procurement tracking forms. MEF-DIC reporting, QPPR, JCPPR. | ADB: 17 months  (WB has not used this indicator). | ADB: Two new projects took average 1.4 months from Board to mobilization. | Advance action on recruitment taken as per JCPPR09 Action Plan. |
|  | Time to establish M&E baseline data. | All new projects (except sub-projects) have established baselines for key performance indicators at appraisal by 2013. | EA/IA quarterly progress reports. QPPR  JCPPR | ADB: 2/8 (25%)  WB: ½ (50%) | ADB: 100%  WB: N/A for CY12 (no new projects) | All new projects prepare/ generate baseline data.  DPs to continue support of M&E capacity building. |
| Implementation progress (IP) rating | IP of 80% of ongoing ADB and WB projects rated as satisfactory or better by 2012. | ADB and WB quarterly project performance monitoring reports. | ADB: 100%  WB: 79.9% | ADB: 88.6%  WB: 100% (IP ratings of all active projects were rated S/MS) | EAs/IAs, MEF and DPs to continue candor in addressing causes of delays as soon as they become apparent. |
|  | IP of 80% of completed ADB and WB projects rated as satisfactory or better by 2013. | ADB and WB PCRs. | ADB: 89%  WB: 71.6% | ADB: 66.7%  WB: 100% (IP ratings of all completed project were rated S/MS) |
| Percentage of projects with either DO or IP rated as less than satisfactory for 6 consecutive months. | Percentage ≤ 10% by end 2011. | ADB and WB semi-annual supervision mission reports. | ADB: 4.0%  WB: 28.3% | ADB: 0%  WB: 0% |
| Percentage of investment project closing on time. | Percentage ≥ 50% by 2013. | JCPPR | ADB: 22%  WB: 0% | ADB: 8.6%  WB: 0% (no project was closed on time) |
| Withdrawal application processing time. | ADB and WB to maintain average processing time for replenishments of imprest/special accounts based on SOEs, at ≤ 10 days from 2011. | ADB and WB records withdrawal application processing. |  | ADB: Average 2 weeks  WB: Rreplenishment of withdrawal applications is 7 days |  |
| Disbursement ratio | Disbursement ratio for investment projects remains ≥ 20% for all future years. | QPPR, JCPPR | ADB: 23%  WB: 20.8% | ADB: 13.5%  WB: 43.9 % | EAs/IAs will plan, allocate and reallocate available resources regularly, in close consultations with MEF. |
|  | Disbursement forecasting. | Starting in 2012, disbursement funds for investment projects are within ± 10% of forecasts every year. | QPPR, JCPPR | ADB: 20.7%  WB: 32.4% | ADB: 10.0%  WB: 2.4% | EAs will regularly monitor the impact of price escalation on all large civil works contracts and notify MEF and DPs of the effect on project implementation and disbursements. |
| Procurement tracking | All EAs/IAs to complete and submit procurement tracking forms to MEF at least semi-annually from 2011. | EA/IA with MEF summary report to DPs, DPs supervision mission, AM/MOU | Coordinated monitoring not yet in place. | EAs/IAs not consistently submitting procurement and tacking forms but progress | MEF will analyze procurement tracking forms data to identify bottlenecks in procurement and report to EAs/IAs and DPs.  The procurement tracking form should be updated by the IAs regularly (recommended at least weekly) to ensure accurate information and some data will not be missed though it is mandatory to submit to MEF and DP on the quarterly basis, and to PRC every time of submission of evaluation report for a recommendation for award of a contract.  . |
|  | DP response time to EAs/IAs no objection requests | Except for contacts worth > US$1 million, ADB and WB response time ≤ 10 working days from 2011. | MEF and DP monitoring of procurement tracking forms | Coordinated monitoring not yet in place. | ADB: Less than 10 working days.  WB: >90% of the response time is less than 7 working days. |
| Annual value of contracts awarded for all projects | Calendar year contract award achievements are within ± 10% of projections from 2012. | EA/IA with MEF summary report to  DPs.  AM/MOU of DP supervision missions. | ADB: 46%  (WB has not used this indicator) | ADB: 10% |
| Number of cases of misprocurement. | Zero by 2012 | DP/MEF procurement monitoring teams.  DP prior and post reviews.  AM/MOU of DP supervision missions. | ADB: 0  WB: | ADB: 0  WB:0  (no misprocurement reported in CY12) | Further procurement training to be conducted on a regular basis. |

1. Ministry of Economy and Finance [↑](#footnote-ref-1)
2. East Asia and Pacific Economic Update, World Bank [↑](#footnote-ref-2)
3. Cambodia Staff Report 2012, IMF [↑](#footnote-ref-3)
4. East Asia and Pacific Economic Update, World Bank [↑](#footnote-ref-4)
5. Based on CDCF pledge [↑](#footnote-ref-5)
6. This includes only micro and small TFs (below $50,000; $5,000,000 respectively); it excludes large TFs that support sectoral projects and programs which are captured under Table 1. [↑](#footnote-ref-6)
7. The JICA portfolio is valued in yen and converted to US dollars at historic cost. [↑](#footnote-ref-7)