

Brief Description on the Rapid Assessment of Policy Announcements in NSDP Update 2009-2013

Based on a rapid assessment of the forward looking sections of the NSDP Update, the NGO Forum drafted a matrix of policy announcements contained in these sections.

Chapter four of the NSDP Update on key policy priorities and actions for the 2009-2013 period provided the basis for the assessment of policy priorities, strategies / reform programs. As a result, the matrix starts with the good governance section on fighting corruption and ends with the assessment of the policy on the implementation of the National Population Policy. As chapter three on the Macroeconomic Framework for the NSDP Update 2009-2013 adds relevant information contained in this chapter is included in the analysis.

The tables below provide a rapid, but systematic, assessment of the policy priorities and the subsequent strategies, reform programs, and actions described in the NSDP Update to achieve the said priorities. For each announced policy priority it is assessed whether the NSDP Update provides further details on:

- Timing of the policy / strategy / reform program / action;
- the agency in charge;
- the current or past situation (availability of baseline data) for this particular issue;
- the targets for the
- needs for funding

This format was chosen based on our belief that these are important aspects of good and effective policies. It is however stressed that a full review by government sector experts is necessary in order to do justice to the complexities of the individual sectors. Nevertheless, the analysis included in the “brief” points to a number of important issues that, in our opinion, deserve the attention of Government policy and decision makers as well as their development partners.

This rapid assessment is limited with an individual consultant¹ who has experiences in providing inputs and comments on some but not all sections of the plan. To ensure the reliability of this exercise, the NGO Forum sought comments and verification from around 25 sector NGOs/Groups working relating to different sections of the plan at least two rounds (in February and July 2011) prior to finalization.

¹ Mr. Gijs Koop, former advisor in the Development Issues Programme of the NGO Forum, was commissioned to conduct this rapid assessment in 2010. He has worked on monitoring some of the sections in the NSDP from 2006-2010 and has been assisting some sector NGOs in monitoring the NSDP’s policy announcements during that period.

Policy matrix section 1: Good Governance, fighting corruption

- There is a complete lack of baseline data, targets and funding needs. Both the policies and the actions mentioned in the NSDP Update 2009-2013.
- There is also no reference to public documents that have more information on the plans and progressive report of the ACU or the MONASRI. Without having more information on baseline date, it is not easy to write the monitoring reports.
- The matrix included the actions mentioned as well.
- Although discussions have to be held with the ACU and MONSARI themselves concerning the lack of information, the MOP needs to receive copies of these discussions.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
FIGHTING CORRUPTION	Corruption prevention Actions in (para.336)	4 th Legisl.	ACU ²	Not specified
	Strengthen accountability and institutional capacity Actions in (para.336)	4 th Legisl.	ACU	Not specified
	Public support and participation Actions in (para.336)	4 th Legisl.	ACU	Not specified
	Private sector participation Actions in (para.336)	4 th Legislature	ACU	Not specified
	Law enforcement strengthening Action in (para.336)	4 th Legislature	ACU	Not specified

² Anti-Corruption Unit

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
	Five key programmes of MoNASRI: <ul style="list-style-type: none"> • Strengthen law dissemination • Inspection • Monitoring law enforcement • Complaint handling • Institutional strengthening and capacity development Actions in (para.338)	4 th Legislature	MONAS RI ³	Not specified

Note: This section of the NSDP Update does not include a reference to a sectoral plan / strategy and its monitoring reports.

³ Ministry of National Assembly and Senate Relations and Inspection

Policy matrix section 1: Good Governance, subcomponent 2, legal and judicial reform

- There is a complete lack of baseline data, targets and funding needs.
- The only action that has a quantified target was: “*Expand the implementation of Outside-Court Dispute Resolution Mechanism through strengthening the existing Centres for Legal Services in 20 districts, and expanding these services in all districts and cities in order to facilitate the dispute resolution in a fast-track and low-cost manner for the citizens in particular the poor and reduce the backlog of cases at the provincial/municipal courts.*”
- Promising in the action announced “*Preparing indicators and monitoring the implementation of the legal and judicial reform*”. It is a good statement to follow-up on with the CLJR and to start a discussion on how this section of the NSDP Update 2009-2013 can be improved.
- There is also no reference to public documents that have more information on the plans of the CLJR.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
Strengthen the Rule of Law through legal and judicial reforms (<i>para.339</i>)	Implement legal and judicial reform strategy in order to achieve its seven objectives (<i>para.339</i>)	4 th Legisl	CLJR ⁴	Not specified
	Actions on legal and judicial reforms (<i>para.341</i>)		CLJR - MoJ	Not specified

Note: This section of the NSDP Update includes a reference to the Legal and Judicial Reform Strategy, there is no mention where this document and its progress reports can be obtained.

⁴ Council for Legal and Judicial Reform

Policy matrix section 1: Good Governance, subcomponent 3, public administration reform

- Issues to raise with the MOP and CAR are the complete lack of baseline data, targets and funding needs.
- It is good to see GAPIII being developed, GAPII has never been a publicly available document. It would be good to follow up when CAR estimates GAPIII will be published and how it will be monitored.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
Making public service more transparent, responsive, and efficient and enhancing motivation, loyalty, professionalism, and culture of services (para.343)	Implement National Programme for Administrative Reform (NPAR) 2009-2013 Actions in (para.343)	4 th Legisl	CAR ⁵	Not specified

Note: This section of the NSDP Update includes a reference to the NPAR 2009-2013. There is no mention where this document can be obtained after its finalisation and whether progress reports will be publicly available.

⁵ Council for Administrative Reform

Policy matrix section 1: Good Governance, Decentralisation and De-concentration

- The text is not clear whether NCDD is the lead agency for all activities mentioned in this section.
- Similar to other sections, the lack of baseline data, targets and funding needs should be discussed.
- It's observed that seeing the seventh draft of the implementation plan and given the high level of donor support, there will be a funded plan and regular monitoring reports. Linking these to the NSPD Update monitoring reports should be discussed as the current limited detail on D&D in the NSDP Update is surprising given the massive attention it has been receiving.
- It's worth to clarify that whether the 10-year implementation plan includes the development of the legal and regulatory framework (first two bullets) and the decentralisation of the financial management.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
Pursue the Decentralisation and De-concentration policy (<i>para. 347</i>)	<ul style="list-style-type: none"> • Develop legal and regulatory framework and laying out new measures to ensure effective implementation of the "Organic Law on the Administrative Management of the Capital, Provinces, Municipalities, Districts and Khans" • Develop and implement of the legal and regulatory framework related to the transfer of power from the national to sub-national administrations by clearly identifying roles, authority, power, and accountability • Decentralised financial management will also be implemented in a phased and flexible manner over the medium term to allow for the capacity building at the sub national levels. • Preparing a 10-year National Implementation Programme • <i>Phase 1: Establish and institutionalise of structures and good governance framework at</i> 	<p>4th Legisl</p> <p>4th Legisl</p> <p>4th Legisl</p> <p>4th Legisl</p> <p>2010-</p>	NCDD ⁶	Not specified

⁶ National Committee on Sub-National Democratic Development

	<p><i>national and sub-national level.</i></p> <ul style="list-style-type: none"> • <i>Phase 2: consolidate and improve those structures and framework in order to guarantee that the sub-national administrations have the ability to lay out and implement the policies for their respective localities to improve the public service deliveries.</i> • <i>Phase 3 will focus on the alteration of the components and activities of the programme in order to ensure greater success and further enhance the democratic development through lessons learnt and experiences drawn from the first and second phases.</i> 	<p>'12</p> <p>2013-'15</p> <p>2016-'19</p>		
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Note: This section of the NSDP Update includes a reference to the 10-year National Implementation Programme for the D&D reform. It is not clear whether this plan and its progress reports will be publicly available.

Policy matrix section 1 - Good Governance: Reform of the Royal Cambodian Armed Forces

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
Ensure effective defence of sovereignty, territorial integrity, security and social order of the Kingdom of Cambodia,	Continue to reform the armed forces: Actions on reform of the Royal Cambodian armed forces (para. 349)	4 th Legisl	RGC	Not indicated

Note: This section of the NSDP Update does not include a reference to sectoral plan / strategy.

Policy Matrix: Environment for the Implementation of the Strategy: Peace, Political Stability and Social Order

- The section with planned actions to implement the prioritised policies has a number of sufficient precise statements to keep track. For instance: “*Gradually expand the One-Window service with the district ombudsman to cover all 23 provinces and the Capital City*” is a target that can be monitored.
- There is no reference to a sectoral plan / strategy.
- The section on “*Strengthen the National Police Force*” seems to be weak.
- On the five year plan for combating drugs it would be good to know whether this is publicly available and whether progress reports are being produced. This section lacks precise statements and need for clarification.
- The inclusion of the Buddhist schools in the section on combating drugs is perhaps the best option but still rather odd.
- The 5-Year National Plan on Drug Control is mentioned, but not where this – and its progress reports – are publicly available.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>Continue efforts to consolidate peace, political stability, security and social order to ensure fundamental conditions to build and reform the state (para. 351)</p> <ul style="list-style-type: none"> • Strengthen security • Substantially reduce crimes, • Promote the “Rule of Law”, • Enhance the respect for human rights and dignity in all aspects • Open up equitable opportunities to Cambodians from all walks of life 	<p>Para. 353 to para. 357 list a programs / projects / actions by MoI incl. :</p> <ul style="list-style-type: none"> • The “One Window Service” • The “Right to obtain justice” project 	4 th Legislature	MoI	<p>For policy – not indicated.</p> <p>Some targets are mentioned for actions described in para.354, para.355, and para.356</p>
	<p><u>New regulation / legislation</u></p> <ul style="list-style-type: none"> • Sub-decree on the organisation and functions of the MOI (para. 353) • Amend by-laws to ensure civil and police staff perform their duties with discipline...(para.353) • A draft of Royal Decree on the Statute of Prison Guards (para.356) 	4 th Legislature	MoI MoI MoI	

	Implement the five strategies of the 5-Year National Plan on Drug Control. Those strategies include (para.358): (1) Curbing Demand for Drugs; (2) Curbing Drug Supply; (3) Treatment, Rehabilitation, and Integration; (4) Strengthening Law-enforcing Capacity; and International Cooperation.	4 th Legislature	NACD ⁷	Not specified
	<u>New regulation / legislation</u> Formulation of a new draft law on drug control to be approved by legislative bodies (para.358)	2010	NACD	
	Actions on awareness raising of moral value and strengthening the quality of Bhudist education (para. 358 and 359)	4 th Legislature; 2010; '11; '12	MCR ⁸	Targets on school upgrades specified

Note: The text of the NSDP Update does not provide information where the 5-Year National Plan on Drug Control by NACD, and its progress reports can be obtained. In addition, the text does not mention sector plans / strategies for the work of MoI and MCR in this area.

⁷ National Agency for Combating Drugs

⁸ Ministry of Cults and Religions

Policy Matrix: Environment for the Implementation of the Strategy: Cambodia’s integration into the region and the World

- Lead agency is not clear in the text.
- There is no reference to a sector strategy.
- Complete lack of baseline data, targets, and funding needs.
- This plan may have to be discussed with MoC and MOP.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
Further trade liberalisation aimed at free movement of goods and services within the country and between Cambodia and her trade partners (para.362)	Planned actions described in para. 364, para. 365, incl. <ul style="list-style-type: none"> • Create access for Cambodian products, without barriers and obstacles, to extensive regional and world markets. • Accelerate the integration of Cambodia in the region to access regional markets and to promote trade 	4 th Legislature	RGC	Not specified

Note: The text of the NSDP Update does not include a reference to a sector strategy / plan.

POLICY MATRIX: Favourable macro-economic and financial environment

- This matrix combines chapters four and three. While there is overlap between the chapters, priorities of the NBC are for instance only included in chapter three and not mentioned in Chapter four.
- The text in chapter three and chapter four (**para. 366 – 372**) contain quite some base line data and targets which makes it good reading but is more difficult to capture in the format of the table.
- The targets on foreign reserves are formulated differently in chapters two and three: steadily increasing international reserves⁹ / maintaining reserves to finance approx. 3 months of imports¹⁰.
- There is some but still limited information on baseline data and targets.
- From the the text it is not always clear what actions fall within the scope of the “PFM reform” and the “Financial Development Strategy” and what actions announced are not covered in these documents.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
Prudent monetary and budgetary policies in order to consolidate macroeconomic and financial stability (para. 367)	<ul style="list-style-type: none"> • measures to check inflation and/or influence its effects on the prices of basic goods. • invest in physical infrastructure which can cut down costs and enhance productivity and economic efficiency • increase investment to promote agricultural productivity 	4 th Legislat ure	RGC / MEF	Inflation below 5% ¹¹ Stable exchange rate ¹² Steadily increasing international reserves ¹³ / maintaining reserves to finance

⁹ Para.367

¹⁰ Para 283

¹¹ Para283 and para.367

¹² Para 286 and para.367

¹³ Para367

				approx. 3 months of imports ¹⁴
Fiscal policy (para. 285)	Fiscal policy will remain expansionary Fiscal deficit returns to pre-crisis levels <i>Actions outlined in para.286 - 293,incl.</i> Support the implementation of decentralisation initiative to devolve some revenue and as well as expenditure responsibilities to the provinces, districts and communes.	'09-'10 '11-'13	MEF	See table 9 (p.93) with baseline data and targets for macroeconomic indicators (incl. RGC budget as share of GDP, econ. growth, savings, trade, investment)
Ensure sustainable economic growth (Para.368)	Invest in ten important sectors (see para.368)	4 th Legislat ure	MEF	High economic growth of 7% p.a ¹⁵
Strengthen the financial sector (para.369)	Implement the Financial Development Strategy 2006-2015 - (para.369) <i>Actions described in para.285</i>	4 th Legislat ure	NBC	Not indicated
Strengthen the banking sector (Para.296)	Actions on four key aspects are described in <i>para.297-301</i> cover actions to: <ul style="list-style-type: none"> • Strengthening the basics of the financial sector. • Improving the microfinance and banking sectors. • Encouraging non-banking financial institutions. • Finding ways to solve problems related to other sectors. 	4 th Legislat ure	NBC	Not indicated
Enhance the efficiency of the national budget – broaden the	Implement the Public Financial Management Reform - (para.370)	4 th Legisl.	MEF	Base-level: revenue is 12% of GDP

¹⁴ Para.283

¹⁵ Para. 367

fiscal base (para.283)	<i>Actions outlined para. 288 – para.293</i>			(para.286)
Pursue Sound debt management (para.286)	<i>Actions in para. 288</i>		MEF	Not specified
Monetary policy	NBC will continue to enhance its monetary tools kit and to further develop a market- based monetary framework (para295). - six actions described in (para.295).	4 th Legisl.	NBC	
	<u><i>New regulation / legislation</i></u> Prepare a draft to amend the Law on Banking and Financial Institutions to govern uniformly the economic and financial sector.			

Note: In this section, the NSDP Update 2009-2013 refers to the “Public Financial Management Reform” and the “Financial Development Strategy 2006-2015”. It does not make a reference as to where the PFM Reform and the Financial Development Strategy (and their progress reports) can be obtained.

POLICY MATRIX: IV. PARTNERSHIP IN DEVELOPMENT

- Whereas the JMI's were drafted well with a clear structure, SMART, and assigning responsibilities to DPs and RGC, the NSDP Update section from CDC lacks this. It's understood that CDC has the capacity to do this better.
- Lead agencies are not clear in the text (the text refers to RGC most of the times).
- The text lacks baseline data, targets, and funding needs. For instance: para 392: "Achieve a significant increase in the net transfer of resources ..." should include some baseline data describing the current situation and what the target is at the end of the 4th Legislature.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>Strengthen the mechanism of “Cambodia Development Cooperation Forum -CDCF” and “Government- Private Sector Forum” and consider the possibility to transform all these fora into the “Cambodia Development Forum” (para. 372)</p> <p>Implement “the Accra Agenda for Action” (para. 376)</p>	<p>Review GDCC and TWGs mechanisms will be reviewed and further strengthened in order to enhance efficiency (para.375).</p> <p>Actions described in para. 377 –395 include:</p> <ul style="list-style-type: none"> • A close linkage of planning, public investment and development assistance resources (para. 378) • Cambodia ODA Database will be customised to support the work related to planning and budgeting . (para. 385) 		RGC	
	<p><u>New regulation / legislation:</u> Pursue the adoption and implementation of a Law on Non-Government Organizations (NGOs) and Associations in close consultation with relevant agencies and organizations. (para. 372)</p>		RGC	

Note: There is no reference in this section of the NSDP Update 2009-2013 to a sectoral plan or strategy.

POLICY MATRIX: - Enhancement of the agricultural sector: improving agricultural production and diversification

- This section seems a summary of the Agriculture Sector Support Strategy which, from the text, seems to be completed soon.
- It is not clear whether all these issues are included in the strategy. For instance, it seems to be clarified that whether the strategy includes: ‘Create an enabling environment to attract private investors, domestic and foreign’ (para.400) and ‘Linking farmers to the regional and global agricultural markets’ (para. 400)
- Table 15 provides an idea how RGC sees these sectors develop over the next five years.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
Increasing agricultural productivity (para. 399) <ul style="list-style-type: none"> • shifting from extension of cultivated area to intensive farming on the existing land • through an integrated approach. 	Update and implement the <i>Agriculture Sector Strategy</i> (para. 401). This is followed by 51 bullet points with activities from the Agriculture Sector Strategy without specifying targets, baseline data, etc. <i>However table 15 covers baseline data and targets for 15 indicators monitored by MAFF.</i>		MAFF	Table 15 lists 15 key indicators with baseline data and targets for the five years of the NSDP Update.
Increasing agricultural diversification (para. 399)				
Promoting agro-industries. (para.399)				
Create an enabling environment to attract private investors, domestic and foreign (para.400)				
Linking farmers to the regional and global agricultural markets (para.400)				

Note: In this section, the NSDP Update 2009-2013 refers to the “Agriculture Sector Support Strategy” that is being drafted. It does not include a date when the strategy will be finalized neither is information included on where the strategy (and its progress reports) can be obtained.

POLICY MATRIX: - Enhancement of the agricultural sector: land reform and clearing mines

- This section of the NSDP Update includes a reference to the National Strategic Plan for Integration of Coastal Areas that will be drafted during the fourth legislature. It does not provide information when the plan will be finalised nor does it include a reference as to where the plan and its progress reports can be obtained.
- There is no other reference to a sector plan for the land sector.
- There is the absence of timing, baseline data, and targets.
- Using “*should*” in the sentence in para.409 should be discussed, now it does not seem to be a policy. “*Clearance of mines should be linked to principles of equitable distribution of cleared land to landless farmers*”

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>Land reform programme is focused on measures to: (para.404)</p> <ul style="list-style-type: none"> • strengthen land management, • land distribution and land use, • to ensure the security of land ownership, • to eradicate illegal land holding, and • to prevent concentration of unused land in few hands. 	<p>...the increase and allocation of agricultural land within the framework of granting social land concessions to farmers ... (para.404)</p> <p>Implement land reforms within the framework of the Land Law and the existing land policy by developing additional legal and regulatory framework such as:</p> <ul style="list-style-type: none"> • the Law on Expropriation, • the Law on Pre-emption and Land Development, • the Law on Construction and Urbanisation; and <p>the National Construction Standards. (para.405)</p>			

<p>The RGC has adopted policies on the Development of the Indigenous People and the Registration and Use of the Indigenous People’s Community Land in the Kingdom of Cambodia. (para.408). The objectives are:</p> <ul style="list-style-type: none"> • to ensure effective administration of state land and the conservation of state public properties. • to expand and strengthen national economic base through promoting private sector investment in agro industry (e.g. rubber plantation), minerals and others, and to mitigate risks of conflict of interest between the indigenous people and the appropriation of economic land concession in order to protect the best interest of the country and with participatory approach. 	<p>Increase the efficiency in the management and utilisation of state-owned unused land (para.406)</p> <p>Take legal actions with regard to illegal holding of state-owned land by private individuals (para.406)</p> <p>Accelerate the completion of the inventory of the state-owned immoveable assets. (para.406)</p> <p>Speed up the systematic land registration by establishing a Single Window to ensure transparency (para.406)</p> <p>... accord priority to the land conflict-free areas and areas inhabited by indigenous communities (para.406)</p> <p>Priority to granting land ownership rights to poor households and vulnerable groups for housing, farming and small businesses. (para.406)</p> <p>Speed up the preparation of Land Use Map to enable orderly allocation of land (para.407)</p> <p>Review and regularly monitor the economic land concessions to ensure that they conform to the agreed upon priorities and to make them active as well as to avoid unproductive holding of land. (para.407)</p> <p>Devise and adopt legal documents required to properly register selected indigenous community as legal entity. (para.408).</p> <p>Organise the implementation of the land reform programme through a sector-wide approach (land administration, land management, and land distribution) with a well defined mechanism for the monitoring, evaluation, and mobilising DPs’</p>		<p>MLMUC¹⁶</p> <p>MoI</p>	<p>More registration of selected indigenous people’s communities identified</p>
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<p>Land reform programme is focused on measures to: (para.404)</p> <ul style="list-style-type: none"> • strengthen land management, • land distribution and land use, • to ensure the security of land ownership, • to eradicate illegal land holding, and • to prevent concentration of unused land in few hands. 	<p>...the increase and allocation of agricultural land within the framework of granting social land concessions to farmers ... (para.404)</p> <p>Implement land reforms within the framework of the Land Law and the existing land policy by developing additional legal and regulatory framework such as:</p> <ul style="list-style-type: none"> • the Law on Expropriation, • the Law on Pre-emption and Land Development, • the Law on Construction and Urbanisation; and <p>the National Construction Standards. (para.405)</p>			
	<p>Expedite the registration of state land (public state land and private state land) and private land (individual private land and co-owned building) through the procedures being in force (systematic and sporadic) in a transparent and efficient manner and with the participation of all concerned governmental and non-governmental parties particularly female family heads.</p> <p>This land registration will give the priority to the areas with economic potential and the collective lands of officially recognised indigenous people's communities.</p> <p>Collaborate with the MOI and MRD in examining temporary protective measures for the indigenous people's community lands officially recognised by MOI while waiting for the official registration of lands as collective property of the communities.</p>	MLMU C		Out of 6-7 private land plots to be registered, for each province, the annual targets for 2010 and 2013 will: be 32% and 38% resp. annual target of land registration for indigenous people's communities will be 2/5 of the land plots of all officially recognised indigenous people's

¹⁶ Ministry of Land Management, Urbanisation, and Construction

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>Land reform programme is focused on measures to: (para.404)</p> <ul style="list-style-type: none"> • strengthen land management, • land distribution and land use, • to ensure the security of land ownership, • to eradicate illegal land holding, and • to prevent concentration of unused land in few hands. 	<p>...the increase and allocation of agricultural land within the framework of granting social land concessions to farmers ... (para.404)</p> <p>Implement land reforms within the framework of the Land Law and the existing land policy by developing additional legal and regulatory framework such as:</p> <ul style="list-style-type: none"> • the Law on Expropriation, • the Law on Pre-emption and Land Development, • the Law on Construction and Urbanisation; and <p>the National Construction Standards. (para.405)</p>			
	<p>Examine the establishment of a publicly-accessible Land Information System (LIS)</p> <p>Drafting a Law on Agricultural Lands, establishing a geological information system, and classifying land categories</p> <p>Set up geodesy and altitude networks</p> <p>Expedite outside-court land dispute resolution through Cadastral Commission at all levels by</p> <ol style="list-style-type: none"> (1) delegating the decision-making function to the Capital City and provincial administrations; (2) establishing mobile land dispute teams at the districts with a huge backlog; (3) strengthening the dispute-reconciling capacity 			<p>communities.</p>

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	<p>....of the disputing-party assistants; and closely collaborate with NALDR¹⁷ as regards multi-party disputes.</p> <p>Develop a land management planning system including a master plan or national, regional and provincial land management plans and sub-national land use plans (para.411)</p> <p>Prepare a National Strategic Plan for Integration of Coastal Areas (para.411).</p> <p>Based on the availability of national budget, the MLMUC will distribute lands for social purposes to 10,000 landless poor families by 2013 pursuant to RGC's Circular on Social Land Concession Distribution Plan. (para.411)</p> <p>Draft a Law on the transparent and accountable</p>			

¹⁷ National Authority for Land Dispute Resolution

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	<p>Management of State Properties (with MEF). (para.411)</p>			

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>Land reform programme is focused on measures to: (para.404)</p> <ul style="list-style-type: none"> • strengthen land management, • land distribution and land use, • to ensure the security of land ownership, • to eradicate illegal land holding, and • to prevent concentration of unused land in few hands. 	<p>...the increase and allocation of agricultural land within the framework of granting social land concessions to farmers ... (para.404)</p> <p>Implement land reforms within the framework of the Land Law and the existing land policy by developing additional legal and regulatory framework such as:</p> <ul style="list-style-type: none"> • the Law on Expropriation, • the Law on Pre-emption and Land Development, • the Law on Construction and Urbanisation; and <p>the National Construction Standards. (para.405)</p>			
<p><i>New regulation /legislation</i></p> <p>Further develop and put in place the policy and legal framework including:</p> <ul style="list-style-type: none"> • Land Management Policy; • National Policy on Housing; • Policy and legal framework for land price valuation; • Law on Construction and Urbanisation; • Law on Measurement and Mapping; • Law on Pre-emption, • Amended Law on Land Law to harmonise with Civil Procedure Code and Civil Code; • Construction Code; • National Construction Standards; • Circular on Handling the Temporary Constructions on Illegally Occupied Lands in Urban Areas; • Guiding Principles related to the Instituting of a Single Window for cadastral service delivery, land plot combination and partition, land price and land market valuation, and for the management of land development in rural and urban areas for the sake of agricultural production, construction, and appropriate limitation of the building height in urban areas particularly in Phnom Penh; and so on 				

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>Land reform programme is focused on measures to: (para.404)</p> <ul style="list-style-type: none"> • strengthen land management, • land distribution and land use, • to ensure the security of land ownership, • to eradicate illegal land holding, and • to prevent concentration of unused land in few hands. 	<p>...the increase and allocation of agricultural land within the framework of granting social land concessions to farmers ... (para.404)</p> <p>Implement land reforms within the framework of the Land Law and the existing land policy by developing additional legal and regulatory framework such as:</p> <ul style="list-style-type: none"> • the Law on Expropriation, • the Law on Pre-emption and Land Development, • the Law on Construction and Urbanisation; and the National Construction Standards. (para.405) 			
<p>Mine clearance, especially in areas with: (para.409).</p> <ul style="list-style-type: none"> • landless farmers • high potential for agricultural and infrastructure development. <p>Clearance of mines should be linked to principles of equitable distribution of cleared land to landless farmers. (para.409)</p>	<p>Clearance of 470 square km land of mines (para.412)</p>	2019	CMAA ¹⁸	Funding needs± US\$ 330 mln

Note: This section of the NSDP Update includes a reference to the National Strategic Plan for Integration of Coastal Areas that will be drafted during the fourth legislature. It does not provide information when the plan will be finalised nor does it include a reference as to where the plan and its progress reports can be obtained.

¹⁸ Cambodian Mine Action and Victim Assistance Authority

POLICY MATRIX: Enhancement of the agricultural sector: Fisheries Reform

- In the section from the Fisheries Administration, there is a large overlap in the text of the section with prioritised policies and the Actions.
- There is no mention of a planning document.
- Timing, baseline data and targets are absent.
- There is a remark in para 424 that RGC will “mobilise resources, support, and financing to participate in global efforts to address challenges of climate change” without an indication what the needs are.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>Helping and encouraging fishing communities to participate in the preparation of plans and the management of natural resources by providing guidance and technical training (para.415)</p> <p>Ensure proper demarcation of the fishing lots (para.415)</p>	<p>Making the bidding process for the fishing lots more transparent (para.416)</p> <p>Take serious action against:</p> <ul style="list-style-type: none"> • illegal encroachment of flooded forests, · • use of illegal fishing gears, and · • all anarchic activities preventing the conservation efforts <p>Promote aquaculture to preserve fish resources for which the RGC will provide a package of assistance to fish farmers, which will include technology, seed, credit and market.</p> <ul style="list-style-type: none"> • 11 actions outlined in (para.420). 			<p>Every commune all over the country</p> <p>fish consumption of 52.4 kg/year.</p>

Note: This section of the NSDP Update does not include a reference to a sectoral plan or strategy.

POLICY MATRIX: - Enhancement of the agricultural sector: Forestry Reform

- There is no mention of a planning document.
- Timing, baseline data and targets are absent.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
Ensure sustainable forestry management and the use of forests to improve the livelihoods of people living in rural areas and to contribute to economic growth. (para.421)	<ul style="list-style-type: none"> • Banning logging for the present. (para.421) • Continue to monitor and evaluate the effectiveness and efficiency of this Community Forestry programme (para.422) • Encourages the private sector to establish commercial forest plantations in degraded forest land. (para.422) • Monitor forest concessions to ensure that they comply with international standards (para.423) • Strictly enforce the Law on Forestry and take serious measures against forestry crimes, (para.423) • Continue to educate people to be aware of obligations to protect forests and stop illegal forest encroachments. (para.423) 	FA ¹⁹		

Note: This section of the NSDP Update does not include a reference to a sectoral plan or strategy.

¹⁹ Forestry administration

POLICY MATRIX: - ENVIRONMENTAL PROTECTION AND CONSERVATION AND CLIMATE CHANGE

- There is no reference to a sector strategy or reform programme
- Timing, baseline data and targets are absent
- There is a remark in para 424 that RGC will “mobilise resources, support, and financing to participate in global efforts to address challenges of climate change” without an indication what the needs are.
- The activities outlined by the Ministry of Environment are very general for instance: “*Prevent the pollution of environment, ecosystem and water*” and lack a description of what the MoE will do to actually achieve this. There are quite a few other examples, including “*Ensure that ecology system and water environment will not be polluted*”.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
Ensure sustainable use of natural resources (para.426)	Actions described in (para.426, 428, 429, 430), incl.		MoE ²⁰	Seek for financial resources and support for dealing with climate change
Ensure that ecology system and water environment will not be polluted. (para.426)	<ul style="list-style-type: none"> • Implement measures that require the Environmental Impact Assessments of the 			

²⁰ Ministry of Environment

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
Prevent and reduce environmental pollution. (para.426)	<p>proposed development projects <i>before</i> their implementation are licensed.</p> <ul style="list-style-type: none"> • Strengthen NPA management of in order to eliminate anarchy in those areas, eliminate illegal exploitation of natural resources, and control land clearing for use and illegal cutting down of the forests. (para.426) • Ensuring the compliance with and enforcement of the Law on Environment. (para.426) • Prepare and amend the legal and policy framework related to environmental impact assessment. (para.428) • Prevent the pollution of environment, ecosystem and water (para.429) • Strengthen natural resources management (para.430) 			issues.(para.426)

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
	<p><i>New regulation / legislation:</i> Prepare legislation and documentary by (para.427)</p> <ul style="list-style-type: none"> • Preparing draft law on Genetic Access Benefit Sharing and Traditional Knowledge. • Preparing law on Water Pollution Control. • Preparing law on Management of Solid Waste and Hazardous Waste. • Preparing law on Management of Air Pollution and Noise and Vibration Disturbance. • Preparing draft law on Chemical Subsistence Management. • Reviewing and amending law on Environmental Protection and Natural Resource Management. • Preparing sub-decree on the Implementation of Law on Bio-Safety. • Preparing sub-decree on NPA Funds. • Preparing sub-decree on Demarcation of the Controlled Areas in PAs. • Preparing sub-decree on Demarcation of PAs. • Preparing sub-decree on Land Allocation to Local Communities and Indigenous People for Productivity Improvement. • Preparing sub-decree on Demarcation of Phnom Koulen National Park. • Preparing sub-decree on Demarcation of Marine National Park. • Preparing sub-decree on Transformation of PAs. • Preparing sub-decree on Establishing of PAs at Capital City/Provincial Levels. • Further drafting guidelines on formulation of EIA report by sector. • Developing a National Policy on Solid Waste and Garbage Management to serve as road map for the concomitant implementation countrywide. • Preparing guidelines on environmentally sustainable management of liquid waste. • Preparing guidelines to promote the implementation of 3R (Reduce, Re-use, Recycle) through the application at some pilot areas. • Preparing guidelines on management of air pollution and noise disturbance. • Arranging activities for the hazardous waste management. • Mainstreaming the action plan for sustainable management of chemical substances into national development process. • Preparing guidelines on preparation of action plan for the management of each PA. <p>Preparing guidelines on distinction of controlled areas in PAs.:</p>		MOE	

Note: This section of the NSDP Update does not include a reference to sector plans or strategies.

POLICY MATRIX: - DISASTER MANAGEMENT

- Policy priorities are not indicated.
- Baseline data targets and funding needs are not indicated.
- There is no information on where the National Action Plan and Strategy on Disaster Risk Reduction 2008-2013 and its progress reports can be obtained.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
	Implementing the “National Action Plan and Strategy on Disaster Risk Reduction 2008-2013” with the following priority programmes (para.432) <ul style="list-style-type: none"> • Conduct reform of Disaster Management System and Mechanism in order to meet the needs at all levels; • Promote the establishing of a disaster management working group (DMWG) at ministries/agencies...; • Formulate legal and regulatory framework, Standard Operation Procedure (SOP), and policy guidelines for disaster management; and • Formulate and implement 5-year strategic plan an annual action plan to promote the mainstreaming and integration of Disaster Risk Reduction (DRR) and Disaster Response Preparedness (DRP) into the development of social and economic sectors and the recovery/rehabilitation/reconstruction 	NCDM ²¹		

Note: The NSDP Update does not provide information where the National Action Plan and Strategy on Disaster Risk Reduction 2008-2013 and its progress reports can be obtained.

²¹ National Committee for Disaster Management

POLICY MATRIX: Rural Development

- There is no reference to a sector plan or strategy.
- Baseline data targets and funding needs are not indicated.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>..further foster the implementation of integrated rural development programmes focusing on the factors that have positive impact on rural poor people, ...in order to enhance living conditions of Cambodian population in particular rural people (para.435)</p>	<p>To achieve the rural development goals, the RGC will further focus on: (para.436)</p> <ul style="list-style-type: none"> • Institutional capacity strengthening ... • Human resource development through continued provision of trainings in different skills ... • Further implementation of IRAP that constitutes an important strategic framework for better identification of priorities and for preparation of public investment programmes on rural services and infrastructure. • Provision of rural transport infrastructure ... • ...support to commune/sangkat councils for the implementation of small-scale rural infrastructure projects in their localities. • Improvement of accessibility to safe-drinking water and sanitation ... • Promoting “one village one product” • Strengthening and supporting the existing mechanism of Commune/Sangkat Councils in order to lead community-based participatory village development process ... • Annual budget increase of ministries’ and agencies’ expenditure budgets by 1percent to be spent for development of the areas along 		MoRD	<p>Table 16 contains three key indicators monitored by the MoRD.</p> <p>The table includes baseline data and targets for the 2009-2013 period.</p> <ul style="list-style-type: none"> • Rehabilitation of Rural Roads • Access to Improved Drinking Water • Access to Sanitation

	<p>CLV and CLT borders.</p> <ul style="list-style-type: none"> • Further promoting rural development through an increase of the scope of microfinance and fostering the effective use of low-interest-rate rural credits. <p>para.437 outlines actions in 12 bullet points.</p>			
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Note: There is no reference to a sector plan or strategy.

POLICY MATRIX: Further rehabilitation and construction of transport infrastructure.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>... high priority to the rehabilitation and reconstruction of multimodal transport network connecting all parts of the country, and with neighbouring countries para.439</p> <p>...make every effort to privatise the operations of Royal Cambodian Railway,</p> <p>...encourage private sector participation in the rehabilitation of infrastructure and in transportation services</p> <p>...strengthen the management and technical supervision and audit capacity of the Provincial Departments of Public Works and Transport and the Provincial Departments of Rural Development</p> <p>speed up the adoption of the Transport Policy, Law on</p>	<p>para.444 describe the responsibilities of three departments of the MPWT. para.445 describes the activities in the following areas:</p> <ul style="list-style-type: none"> • Road sector • Road Transport Sector • Waterway Transportation and Ports sector • Railways Sector, • Freight Sending Service, Multi-modal Transport, Logistics, and Shipping Services • Transportation in Urban Areas: • Strengthening and Improving the Management of Statistical Database and the Planning for Transport Sector • Development of Policy, Legal, and Regulatory Framework and its Enforcement 	<p>4th Legisl.</p>	<p>MPWT²²</p>	

²² Ministry of Public Works and Transport

<p>Roads as well as supporting legal and regulatory framework for efficient management (para.441)</p> <p>emphasize traffic safety and stricter measures against transportation offences, including overloaded carriers. (para.442)</p>				
<p>further implementing RGC's Open Sky Policy (para.446)</p> <p>strengthen flight security and safety and environmental sustainability</p> <p>enhance airport services</p>	<p>para.446 lists activities under the following headings</p> <ul style="list-style-type: none"> • Strengthening the international cooperation in civil aviation sector: • Strengthening flight security and safety: • Strengthening air navigation and aerodrome services 		SSCA ²³	

Note: There is no reference to a sector plan or strategy.

²³ State Secretariat for Civil Aviation

POLICY MATRIX: Water resources and irrigation systems management.

- There is no reference to a sector plan or strategy.
- Para’s 452 – 457 include many actions in bullet points, however no indicators and targets are included in the text. Some actions are very vague, some examples are:
 - “*Rehabilitate and construct the existing irrigation system to meet the urgent needs of water for agriculture*” . (where, when, intended effect?)
 - “*Pay attention to prioritised river basin and conserving aquifers*”. (who, how, how much, which ones, etc.)
- While it should be possible to provide the public with numbers on irrigation schemes, access to water, etc., baseline data targets are not indicated.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>(para.448)...priority to the rehabilitation, construction, maintenance and efficient management of irrigation infrastructure, water reservoirs, canals, pipes, drainages, flood and sea protection levies, and water pumping stations to increase irrigated areas and boost agricultural production</p> <p>...pay more attention to the rights of access of people to clean water supply to ensure food safety and better livelihoods (para.449)</p> <p>preserve the ecosystem of unpolluted water and clean environment</p>	<p>(para.452 - para.457) lists five strategic areas where the MWRM’s actions will be focussed.</p> <ol style="list-style-type: none"> 1. Water resources management and development and implementation of a hegemonic irrigation system 2. Flood and drought management. 3. Fostering the enactment of laws and regulations and water sustainability. 4. Water resources and meteorological information management. 5. Improvement of administration and human resource development.? 	<p>Not indicated.</p>	<p>MWRM²⁴</p>	<p>Not indicated.</p>

²⁴ Ministry of Water Resources and Meteorology

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs

Note: There is no reference to a sector plan or strategy.

POLICY MATRIX: Urban Drinking Water Supply

- There is no reference to a sector plan or strategy.
- Policy statements like “*Strengthen environmental protection and sanitation to preserve an unpolluted water ecosystem and clean environment*” (para.458) are vague.
- The action in para.459 “*Monitor the status of progress in the operations of public water works*” is interesting as this may include indicators that should be included in the MTR.
- *Baseline data and targets related to the policy priorities are not indicated.*

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>promote private sector participation (para.458)</p> <p>provide protection and subsidies to the poor (para.458)</p> <p>Reform of the management of public water work authorities (para.458)</p> <p>Strengthen environmental protection and sanitation to preserve an unpolluted water ecosystem and clean environment (para.458)</p>	<p>para.459, para.460, para.461 include a description of MIMEs planned actions in these areas.</p> <p>Including</p> <ul style="list-style-type: none"> • Monitor the status of progress in the operations of public water works. • Implement drinking water supply and sanitation expansion projects for poor communities in 5 cities (para.460) • Develop and implementing drinking water supply system rehabilitation and expansion project in 6 Cities. (para.460) • Coordinate the preparation of a plan for integration of environmental management and sanitation in 5 cities. 		MIME ²⁵	<p>Not indicated (for the policies).</p> <p>Some activities include targets related to number of cities with projects (see examples in this table).</p>

Note: There is no reference to a sector plan or strategy.

²⁵ Ministry of Industry, Mines and Energy

POLICY MATRIX: Development of the Energy Sector

- There is no reference to a sector plan or strategy.
- MIMEs indicators and targets cover only one of their policy priorities. Important ones related to rural electrification are left out.
- For the section on the CNPA, no baseline data and targets are included.
- The activities mentioned are so vague that the approach to CNPA could be to ask for further clarifications.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>the Royal Government will attach priority to (para.463):</p> <ul style="list-style-type: none"> • increase electricity supply capacity • reduce tariff to an appropriate level • strengthening institutional mechanism and management capability <p>Accelerate rural electrification, including the use of renewable energy (para.464)</p> <p>Encourage the private sector to invest in energy infrastructure (para.465)</p>	<p>Actions taken are par. # 468, 469, 470, 471</p>		MIME	<p>Table 17 provides baseline data and targets for six indicators monitored by MIME²⁶</p> <ul style="list-style-type: none"> • Electricity generated • Household consumers • Per capita consumption/yr • Transmission line network <ul style="list-style-type: none"> ○ 22 KV ○ 115 KV ○ 230 KV

²⁶ These are mostly to the first policy priority in (§463), for instance not at tariffs or specificall on rural electrification.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
Encourage the use of efficient energy with minimal impact on the environment (para.467)				
Develop policy, legal and regulatory framework for the sector (oil and gas) in order to efficient management and resources utilisation for economic development and improvement in livelihood of the Cambodian people (#466)	<p>Making further efforts to get maximum revenues to the Royal Government through ...</p> <p>Developing policy, law, regulations, and regulatory framework for petroleum sector</p> <p>Paying close attention to and preparing plans for the appropriate use of associated gas</p> <p>Enhancing appropriate downstream activities for appropriate economic and commercial processing</p> <p>Promoting human resource development and institutional strengthening.</p> <p>Managing and monitoring the implementation of petroleum agreements more efficiently.</p> <p>Promoting research and development focusing on oil and gas issues.</p>		CNPA ²⁷	Not indicated

Note: There is no reference to a sector plan or strategy.

²⁷ Cambodia National Petroleum Authority

POLICY MATRIX: Development of Information and Communications Technology

- There is no reference to a sector plan or strategy.
- MPTCs indicators and targets cover only one of their policy priorities.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
(para.474) The priorities are to: (1) speed up the adoption of the Law on Telecommunications and associated legal and regulatory framework; (2) build capacity of the sector; (3) improve and modernise the equipment and technology to ensure effectiveness and a wider coverage of the services; (4) foster competition in the... sector; (5) increase the efficient use of IT system and promote e-government, and (6) build and enhance efficiency of the backbone infrastructure for the ICT sector.	Planned action to expand telecommunication services and reduce fees are included in para.475 A list of actions on the regulatory framework is included in para.476		MPTC ²⁸	Table 18 includes baseline data and targets for two indicators: <ul style="list-style-type: none"> • Mobile & Fixed Telephones • Number of Internet Subscribers
	Actions by the Ministry of Information are described in para.478	Ministry of		Table 19 provides baseline data and

²⁸ Ministry of Post and Telecommunications

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
		Information		targets related to state and private media.

POLICY MATRIX: Strengthening Private Sector and Attracting Investment

- The policy priorities listed in para.481, para.482, and para.483 are mostly repeated from other sections of the NSDP Update.
- The broad policy priorities in para.481, para.482, and para.483 are disjointed from the planned actions listed in para.485 and onwards.
- The text highlights the Government-Private Sector Forum and its different committees.
- The MoT is developing the National Tourism Development Strategy 2010-2020, the National Development Plan of Tourism 2010-2013, and the National Eco-Tourism Strategic Policy. It should be clarified with the MoT on the status, whether these will be publicly available together with the progress reports.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
(para.481) accord priority to: <ul style="list-style-type: none"> • improve physical infrastructure through increased public investment • to increase the electricity generating capacity and expand the distribution network in urban and rural areas to provide energy at a reasonable rate; • strengthen and expand the modern telecommunication network to make services available at a reasonably low rate; • enhance and widen the clean water supply network; • enhance and expand infrastructure system for cultural and natural tourism 	para.485 Carry out Establishment Census para.487 Strengthen “ Single window service” for investors and initiate investor aftercare and tracking system para.488 Strengthen the implementation of the Special Economic Zones (SEZ) para.490 Implement the Trade Sector Programme para.491 Submit laws for review and approval para.492 Actions by the Ministry of Tourism, include the finalisation of policies, strategies, plans, and regulations necessary for the development of tourism sector, including: <ul style="list-style-type: none"> - National Tourism Development Strategy 2010-2020; - National Development Plan of Tourism 2010- 	2011	MOP CIB/ CDC ²⁹ CDC MoC ³⁰ MoC MoT	Table 20 lists six indicators with baseline data and targets related to trade, including: <ul style="list-style-type: none"> • Import/export values • Nbr of factories • Nbr of workers • Total salary

²⁹ Cambodian Investment Board of the Council for the Development of Cambodia

³⁰ Ministry of Commerce

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>sector.</p> <ul style="list-style-type: none"> • expand international market access (para.482) • strengthen the supportive legal framework for the private sector • improve productivity through training for employees, • ensure fair competition; • promote trade facilitation; • enforce the labour law; • strengthen the dispute settlement mechanism. • (para.483) promote a favourable climate for developing the agro-processing industry, and assembling industry • Promoting the public and private sector partnership for investment. 	<p>2013;</p> <ul style="list-style-type: none"> - National Eco-Tourism Strategic Policy 			

Note: The section includes a reference to MoC's Trade Sector Programme. The text contains no information on where the programme and its progress reports can be obtained.

POLICY MATRIX: Creation of Jobs and Ensuring Improved Working Conditions

- The policy priorities listed in para.497 are very vaguely formulated, baseline data are not included.
- Most “ policies” listed in para.497 are actual projects or activities. For instance: “*development of a labour market statistical system and national qualification standards*” is not a policy, neither is “*conducting wide public awareness campaigns on labour market demands*”.
- Because of this, it was tempting to exclude these but from an NGO Forum perspective I think it is better to include these for now and raise issues that sector experts should formulate the policies more clearly in the MTR.
- In para.499, one target is included on the elimination of the most sever forms of child labour without including data on the current situation.
- There is no reference to a sector plan or strategy.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
(para.497) ...ensure healthy linkage between trade and working conditions by: <ul style="list-style-type: none"> - effective implementation of labour standards, norms, the Labour Law and international conventions; - facilitating workers finding jobs abroad; - capacity building through vocational training in response to market demands - development of a labour market statistical system and national qualification standards; - conducting wide public awareness campaigns on labour market demands; 	<p>Actions by MLVT are outlined in para.499 and includes:</p> <ul style="list-style-type: none"> - Develop a National Policy on Management of Employment and Manual Labour - Eliminate the most severe forms of child labour by 2016 - Enforce the Law on Social Security 	2016	MLVT ³¹ MLVT	

³¹ Ministry of Labour and Vocational Training

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
and, - strengthening existing mechanisms of labour dispute resolution such as Arbitration Council, and, demonstration and strike resolution committees at all levels.				

Note: This section of the NSDP Update does not include a reference to a sector plan or strategy.

POLICY MATRIX: Promotion of Small and Medium Enterprises

- There is no reference to a sector plan or strategy. However the seven programs presented in para 505 suggest that there may be a ministerial plan that could be included as a reference. This may be a good starting point for discussing this with MIME.
- Complete lack of baseline data and targets

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>(para.501) ...continue to improve the business climate for small and medium enterprises development (by) focusing on four main aspects: (1) legal and regulatory framework – (2) financing; (3) supportive actions for small and medium enterprises – (4) integrating small and medium enterprises into a global value chain and preventing all kinds of smuggling.</p> <p>(para.503) Promote the “one village one product movement”</p>	<p>(para.504) MIME focuses on four objectives (1) Creating enabling business environment for the development of industry and manufacturing sector. (2) Promoting SMEs and developing businesses. (3) Private sector development and attracting investment. (4) Building human resource capacity and technology transfer.</p> <p>(para.505) lists seven programmes that work towards achieving these objectives: (1) Strengthen institutional capacity and improve the quality and efficiency of public service delivery. (2) Strengthen quality and efficiency of the enforcement of the Law on the Management of Factories and Handicraft Workshops. (3) Strengthen partnerships with private sector and development partners. (4) Formulate policies to support industry and SMEs. (5) Promote the national products to be in compliance with national and international</p>		MIME	

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
	standards. (6) Enhance the productivity and capabilities of Cambodian industrial producers. (7) Formulate and implement policies to strengthen works on industrial property rights. (8) Formulate and implement policies to strengthen works on metrological issues.			

Note: This section of the NSDP Update does not include a reference to a sector plan or strategy.

POLICY MATRIX: Creation of Social Safety Nets

- There is no reference to a comprehensive sector plan or strategy. CARD may be working towards a comprehensive overview but the text is no very clear on this.
- Baseline data and targets are lacking.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>(para.517)...give priority to:</p> <ul style="list-style-type: none"> • improve working conditions for workers and employees, • enforcement of Social Security Law, • implementation of the principle of benefit and pension scheme for people with disabilities and their dependents; • ensure protection of those covered by the Labour Law; • make available to all employees insurance coverage against workplace accidents. • strengthen support to disabled people and families of veterans who sacrificed their lives for the nation. • support retired civil servants and veterans through 	<p>para.518, CARD is currently mandated by the RGC to establish inter-ministerial coordinating mechanisms, to monitor and evaluate the implementation of interventions in social safety nets aiming at strengthening food security and nutritional status of the vulnerable and poor people.</p> <p>para.521MoSAY's work will be concentrated in the following six priority areas:</p> <ul style="list-style-type: none"> • Strengthen and Expand Social Welfare Services for the Vulnerable Poor • Strengthen and Expand Child Welfare Services and Youth Rehabilitation • Strengthen and Expand Welfare and Rehabilitation Services for Disabled People • Strengthen and Expand the Social Security System and Welfare Services for Elderly, Civil Servants and General Citizens • Strengthen and Expand Social Security System and Welfare Services for Veterans 		<p>CARD³²</p> <p>MOSAV Y³³</p>	

³² Council for Agriculture and Rural Development

³³ Ministry of Social Affairs, Veterans and Youth Rehabilitation

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
implementing a comprehensive pension system under the National Social Security Fund.	para.522 Operationalising the National Social Safety Fund (NSSF) para.517: Promulgate “Law on the Comprehensive Social Security Regime for common People” and a “Sub-decree on the Establishment of National Social Security Fund for Veterans”.		MOLVT	

Note: This section of the NSDP Update does not include a reference to a sector plan or strategy.

POLICY MATRIX: Strengthening the Quality of Education

- Funding needs are not quantified but the education section provides a link to the Budget Strategic Plan 2010-2012. There is no reference whether this is publicly available.
- There is no reference where the ESP and its progress reports can be obtained.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>(para.525) ensuring that all Cambodian children and youth have equal opportunity for access to basic education, both formal and informal.</p> <p>(para.526) improve the quality of education, by various measures including implementing teacher deployment policy.</p> <p>(para.527) Implement a vocational training policy linked with the labour market</p> <p>(para.528) expand informal education</p> <p>(para.530) Enhancing institutional development and capacity building of education officers for decentralisation</p>	<p>(para.525) Implement the Education Strategic Plan (ESP), prepare an Updated ESP 2009-2013 aimed at the following three policies:</p> <p>para.530 describes ESP's three policy areas:</p> <ul style="list-style-type: none"> • Ensuring equal access to education service • Improving quality and effectiveness of education service • Enhancing institutional development and capacity building of education officers for decentralisation <p>para.533 Provides insight in MoEYS planned activities for the 2009-2013 period for the three policy areas.</p>		MoEYS	<p>Funding needs are not quantified but (para.531) the education section provides a link to the Budget Strategic Plan 2010-2012.</p> <p>Table 21 provides baseline data and targets for nine indicators (disaggregated by gender) for the 2009-2013 period.</p>

Note: The text does not include a reference where the ESP is publicly available and where the plan and its progress reports can be obtained

POLICY MATRIX: Enhancing Health Services

- Funding needs are not quantified but in para.544 a reference is made to the Budget Strategic Framework.
- It should be clarified that whether the NAA activities are incorporated in the HSP.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>(para.541)</p> <p>Goal #1: Reduce maternal, new born and child morbidity and mortality with increase reproductive health.</p> <p>Goal #2: Reduce morbidity and mortality of HIV/AIDS, Malaria, TB, and other communicable diseases.</p> <p>Goal #3: Reduce the burden of non-communicable diseases and other health problems.</p>	<p>Implement the Health Sector Plan 2008-2015</p> <p>Objectives of Goal one (para.541) are</p> <ul style="list-style-type: none"> • improve the nutritional status of women and children. • improve access to quality reproductive health information and services. • improve access to essential maternal and newborn health services and better family care practices. • ensure universal access to essential child health services and better family care practices. <p>Objectives of Goal two (para.541) are</p> <ul style="list-style-type: none"> • To reduce the HIV prevalence rate. • increase survival of People Living with HIV/AIDS • achieve a high case detection rate and to maintain a high cure rate for pulmonary tuberculosis smear positive cases. • reduce malaria related mortality and morbidity 		MOH ³⁴	<p>Funding needs are not quantified but in para.544 a reference is made to the Budget Strategic Framework and the Public Investment Plan.</p> <p>Table 22 lists 15 indicators with baseline data and targets monitored by the MOH</p>

³⁴ Ministry of Health

	<p>rate among the general population.</p> <ul style="list-style-type: none"> • reduce burden of other communicable diseases. <p>Objectives of Goal three (para.541) are</p> <ul style="list-style-type: none"> • reduce risk behaviours leading to non-communicable diseases • improve access to treatment and rehabilitation for NCD • ensure that the MoH has the capacity to effectively perform its essential public health functions: environmental health:, food safety, disaster management and preparedness. 			
	<p>(para.546) Contribute to implementation of strategies, programmes and projects to further reduce the number of new HIV infections and alleviate the socio-economic and human impact of AIDS on the individual, family, community and society.</p>	<p>NAA³⁵</p>		

Note: The text does not include a reference whether the HSP is publicly available and where the plan and and its progress reports can be obtained.

³⁵ National HIV/AIDS Authority

POLICY MATRIX: Implementation of Gender Equality Policy

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>para.548 ... increasing education opportunity for female students through:</p> <ul style="list-style-type: none"> • increased scholarships, • additional training programmes • providing accommodation and safe transportation, and • increasing the number of female teachers. <p>...increase women's role and capacity in decision-making at all levels of governance</p> <p>...increase the ratio of women at all government levels</p> <p>...provide small and medium credits to women and communities for their livelihoods.</p> <p>para.549....enforce the Law on Domestic Violence and Protection of Victims</p>	<p>Implement five year the strategic plan, Neary Rattanak III (2009-2013)</p> <p>The five strategic areas are:</p> <ol style="list-style-type: none"> (1) Economic empowerment of women. (2) Promotion of women and girls' education and attitude and behaviour change. (3) Legal protection of women and girls. (4) Promotion of health, nutrition and combating HIV/Aids among women and girls. (5) Promotion of women's participation in decision-making in the public and political sector. 		MoWA ³⁶ in cooperation with CNCW ³⁷	Tabel 23 lists 19 gender indicators with baseline data and targets.

Note: The text makes a reference to Neary Rattanak III (2009-2013) but does not provide information here the plan and its progress reports can be obtained.

³⁶ Ministry of Women's Affairs

³⁷ Cambodian National Council for Women

POLICY MATRIX: Implementation of National Population Policy

- The text is not very clear about what the population policy really is, where it can be found and who is in charge.
- Planned Actions make reference to all line ministries and the MOP for data collection and planning.

Policy priorities	Strategies / Reform - Programs / Actions	Timing	Lead agency	Baseline Data Targets Funding needs
<p>para.559 integrate the population policy into socio-economic policy, plans and programmes at all levels.</p> <p>para.560 continue to introduce necessary measures to enhance the quality of life of people through developments in education, health, gender equity, and rural development as priority.</p>				