

## DEVELOPMENT COORDINATION MATRIX

Sector/Thematic Focus	ADB Strategy/Activities	Risks
<b>Governance</b>	<p><b>Governance and anti-corruption activities.</b> ADB has adopted an increasingly proactive role in governance initiatives through its lending and nonlending modes. It focuses on governance directly by (i) supporting the improvements in public financial management (PFM); (ii) supporting the implementation of the Government's decentralization and deconcentration policy and strategy to strengthen public service delivery and accountability (Commune Council Development Project (CCDP) and CCDP 2); (iii) coordinating and driving sector level public administrative reform (in education); and (iv) supporting the economic legal reform related to natural resource and WTO accession and promoting community based property rights.</p> <p>Based on comparative advantage and involvement of other donors, ADB has been addressing corruption by focusing on some of its more institutional aspects through PFM and decentralization and deconcentration. Moreover, all ADB interventions in governance (including those aimed at improving corporate governance and sector efficiency in the sectors in which ADB operates, and project design and implementation) are aimed at improving transparency and accountability, which directly and indirectly address all forms of corruption.</p> <p>At present at project level, ADB's Office of Auditor General (OAG) and National Audit Authority (NAA) jointly conduct procurement related audit for an ADB financed project (Northwest Rural Development Project).</p>	<p><b>Public administration reform.</b> AusAID, CIDA, the EC, and UNDP support capacity building for the Council for Administrative Reform to implement the Public Administration Reform (PAR) Program, and support institutional development for public service delivery. Japan and the Republic of Korea, and UNDP support ICT development for PAR.</p> <p><b>Public financial management.</b> AusAID, DFID, the EC, France, IMF, Japan, SIDA, UNDP and the World Bank provide joint support to the Government to implement the PFM reform program.</p> <p><b>Democratic governance and human rights.</b> AusAID, CIDA, SIDA, UNDP, and USAID support protection for human rights and democratic development through civil society organizations.</p> <p><b>Legal and judicial reforms.</b> AFD, CIDA, the EC, Japan, GTZ, and the World Bank support legal and judicial reforms. AusAID provides criminal justice assistance for greater adherence to international human rights standards for the criminal justice system. Japan supports the drafting of a civil code and a civil procedure code. AFD and Japan support the Royal School of Administration for training of judges. The Netherlands provides assistance in strengthening law enforcement.</p> <p><b>Decentralization and deconcentration.</b> DFID, DANIDA, the EC, Japan, GTZ, the Netherlands, SIDA, UNDP, and the World Bank help implement decentralization and deconcentration. The EC and GTZ also support the deconcentration process. UNCDF supports development of a policy framework for fiscal decentralization.</p>
<b>Sustainable Economic Growth</b>	<p><b>Transport and Telecommunications.</b> ADB has been improving access through further restoration of Cambodia's secondary national and provincial roads and by rebuilding the institutional and physical infrastructure of the Royal Railways of Cambodia. ADB also supports development of the policy-making and regulatory oversight capacities of the road transport agencies. ADB's GMS program continues to support the harmonization of cross-border trade and transport regulations. There will be increased emphasis on sustainable maintenance through a sector wide program and related standard setting. The country program also provides TA</p>	<p><b>Transport, telecommunication and energy.</b> AFD, AusAID, the People's Republic of China (PRC), Japan, OPEC Fund, the Republic of Korea, Thailand, USAID, Viet Nam, and the World Bank support road and bridge construction and rehabilitation. Japan also provides an overall transport study. SIDA also supports a road rehabilitation study. The EC, KfW, WFP, and the World Bank support rural road rehabilitation works. Supply of railway locomotive and wagons (AFD and PRC), supply of railway tracks (Malaysia), a railway study (MRC, PRC and Japan), an inland waterways study (Belgium), and port rehabilitation and development (Japan). AFD and Japan support power supply. PRC, India and Japan support hydropower development. Power transmission lines is supported by KfW, JBIC and</p>

Sector/Thematic Focus	ADB Strategy/Activities	Risks
	<p>support for policy reform of the telecom sector as a follow up to GMS support in this area.</p> <p><b>Energy.</b> ADB has been focused on expanding the country's power generation, transmission and distribution system, including to rural and poor areas. This has been done in close coordination with ongoing and future GMS power sector projects to ensure lower costs and economies of scale. Future work is planned on renewable energy.</p> <p><b>Oil and Gas.</b> ADB is involved in the implementation of the technical assistance for Institutional Strengthening of the Cambodia National Petroleum Authority (CNPA). ADB is chairing informal donor coordination meetings on oil and gas.</p> <p><b>Tourism.</b> ADB has been focused on improving transport (roads) and urban development in key tourism areas are being supported by ADB to underpin the promotion of regional tourism within the GMS. Indirect support for ecotourism is being proposed through agriculture and rural development support.</p> <p><b>Agriculture.</b> ADB has focused on (i) improving farmers' ability to raise productivity, diversify towards higher-value products, and connect to markets; (ii) improving the market environment for private agriculture-based enterprise growth; and (iii) strengthen institutional capacity for competitive agriculture commercialization. This includes strengthening extension support to farmer groups, advisory support and export promotion for agriculture-based enterprises, quality and safety standards for agriculture produce, price information, and implementation of land concessions. On-going support to irrigation development emphasizes improved water management for stable crop yields and incomes and address food security issues. ADB's Tonle Sap Initiative (TSI) is a multisector rural development initiative starting with the especially poor Tonle Sap Basin and will be moving toward the lowland, watershed and ultimately, biodiversity corridors. Going forward based on a systematic study of land, water, technology, finance, and marketing issues, ADB will look at further investment opportunity for rural development.</p>	<p>NDF. The World Bank supports rural electrification and transmission. The development of telecommunications is supported by Japan.</p> <p><b>Oil and Gas.</b> Other donors include AusAID, UNDP, World Bank, IMF, Norway, and Japan.</p> <p><b>Agriculture.</b> Development of agriculture sector policy (AFD, AusAID), agriculture sector analysis (AusAid), agriculture productivity and quality improvement (AFD, AusAid, Japan, the World Bank), irrigation (AFD, EC, FAO, IFAD, India, Pakistan, Korea, Japan, and the World Bank), agriculture extension and research (AusAID), the agriculture access market (AusAID, CIDA, GTZ, UNIDO), agriculture development in mine-affected area (AusAID, CIDA, Japan), smallholder rubber plantation development, and production of silk and related industry (AFD).</p> <p>Rural livelihoods and natural resource management (DANIDA, Finland, and DFID), natural resources management in agriculture and food security and policy and strategy for agri-industrial development (FAO), and integrated rural and agriculture development (EC, IFAD, Japan). Land use management and administration is supported by AFD, DFID, the EC, Finland, GTZ, and the World Bank.</p>
Private Sector	ADB continues to improve the climate for private sector	Support for private sector development through support for fiscal reform and

Sector/Thematic Focus	ADB Strategy/Activities	Risks
	<p>emphasis on girls and minorities; and (v) providing capacity building support for decentralized education, especially at the post basic level and in nonformal education under the on-going Second Education Sector Development Program. ADB also continues to support the Phnom Penh Plan, which provides training for senior GMS officials. ADB will increasingly focus on quality enhancement in education and technical vocational training projects.</p> <p><b>Water Supply and Sanitation.</b> ADB has focused on ensuring adequate infrastructure for rural water supply and sanitation, development of operational guidelines on water supply and sanitation, and community mobilization and awareness of water and sanitation impact on public health. The Tonle Sap Rural Water Supply and Sanitation Sector Project will be followed by further investment.</p> <p><b>Health.</b> ADB focus has shifted to indirect health sector support and GMS communicable disease control initiatives.</p>	<p>Water supply and sanitation is supported by UNICEF, the World Bank, JICA. Analytical review (DFID).</p> <p>Donors also support health and nutrition (CIDA, UNICEF, WFP), safe drinking water and sanitation (the EC), and urban water supply (Japan, the World Bank). Japan, UNICEF and WHO support the immunization program. Donors further support the fight against tuberculosis (Japan and WHO). Drug control (CIDA, UNCDP), health insurance (GTZ), and population policy (UNFPA).</p>
<b>Environmental Sustainability</b>	<p>Support for environment and natural resource management aims at promoting rural livelihoods and enhancing rural incomes, with an emphasis on sustainable development of natural resources. Community-based management systems and capacity building of local institutions will be promoted. Although the focus will be on the Tonle Sap basin, environmental sustainability will be increasingly emphasized through the Tonle Sap Environmental Management Project, Tonle Sap Sustainable Livelihood Project, and future watershed and biodiversity corridor related projects.</p>	<p>CIDA supports capacity building for mine action management. Japan, SIDA and UNDP support mine clearance. DANIDA supports natural resource management and protection of the environment in the coastal zone. Rural livelihoods (DFID), forest concession management and environment protection (the World Bank). Other donors are involved in: integrated biodiversity conservation, forestry management and conservation (the EC). Natural resource management (FAO), Tonle Sap sustainable livelihoods (Finland), forestry management and monitoring, Tonle Sap environment management (UNDP-GEF), and Tonle Sap biosphere reserve (UNESCO), forestry and environmental resources management (Japan, GTZ), and irrigation, flood protection and drainage, capacity building for forestry sector (Japan).</p>
<b>Gender and Development</b>	<p>ADB gender strategy will continue to focus on empowering women and narrowing gender gaps through policy dialogue and activities to increase women's participation in its projects and programs at the planning, implementation and monitoring stages. More specifically, ADB will (i) contribute to gender equality and empowerment by implementing gender action plans/gender provisions in education, agriculture, rural development, water resources management, water and sanitation, decentralization, provincial roads and SMEs projects; (ii) build capacity of project staff and other partners</p>	<p>Donors are supporting the preparation and/or implementation of gender strategies and action plans in key ministries (UNDP, UNFPA, World Bank, UNIFEM), supporting the formulation of gender responsive budgeting program (UNDP), monitoring and supporting the implementation of NSDP, including development of gender responsive sector-wide plans (UNFPA, UNIFEM), supporting gender mainstreaming in decentralization and deconcentration (UNDP, UNFPA, PSDD, JICA), promoting and supporting the political participation of women (UNDP, UNFPA, UNIFEM), promote and support the establishment of women's micro, small and medium enterprises (MSME) and income-generating activities (UNDP, GTZ, FAO, USAID, ILO,</p>

Sector/Thematic Focus	ADB Strategy/Activities	Risks
	<p>in gender sensitive policy and program planning; (iii) develop detailed monitoring mechanisms to track and report on gender related achievements; (iv) document best practices related to mainstreaming gender; (v) strengthen the Ministry of Women's Affairs' capacity in policy analysis and advocacy in implementing and monitoring gender provisions in the National Strategic Development Plan (NSDP) 2006-2010; (vi) promote regional links and collaboration with other GMS countries, especially in the areas of human trafficking, migration, and cross-border communicable disease management; and (vii) cooperate with other donors to update the country gender assessment.</p>	<p>Japan Embassy), support and monitor the implementation of domestic violence prevention plan (UNIFEM, UNFPA, GTZ), supporting the proper adjustment, adoption and implementation of the law on the suppression of Human Trafficking and Sexual Exploitation (GTZ/CIM, UNICEF, USAID, IOM).</p>
<p><b>Regional Cooperation</b></p>	<p>ADB has invested in regional transport links, power transmission, tourism, and telecommunications, with its GMS focus increasingly shifting to communicable disease control, biofuel, biodiversity, flood management and mitigation, and trade and logistics. Institutional capacity weakness has also been addressed to ensure sustainability of project benefits.</p>	<p>Donors have been promoting and supporting the adoption and the implementation of the gender responsive migration policy and related preparation of legal recommendations (IOM, GTZ/CIM, UNIFEM), promoting and supporting the development of legal understanding and legal knowledge with regard to women's rights (UNIFEM, GTZ/CIM), support, coordinate and monitor Healthy Family Living through Prevention Plans (women's reproductive health, nutrition, HIV-AIDS) (UNFPA, UNICEF, UNIFEM, USAID, World Bank), strengthening the women's participation in decision making and management in education (UNICEF, World Bank, USAID/KAPE, BETT), gender development mainstreaming framework (UNDP, JICA), audit of gender training program (UNDP, UNFPA), updating Cambodia Gender Assessment (UNDP, UNFPA, UNIFEM, DFID, World Bank), maintaining and updating gender resource mobilization matrix and Promote /support naming of gender focal points in all technical working groups (joint missions) (UNDP, UNFPA, JICA).</p> <p>AusAID supports a program that pays particular attention to the needs of the new ASEAN countries (Cambodia, the Lao People's Democratic Republic and Myanmar), as the poorest and least 'integrated' countries in the region. Priorities include governance (economic management, trade-related capacity building and social protection programs, including social safety net strengthening and people trafficking) and health (HIV/AIDS and communicable disease control). CIDA provides capacity building for regional economic integration and UNDP provides institutional support to the MRC. The World Bank is providing regional assistance to regional power trading.</p> <p>Japan and GTZ support flood mitigation at the MRC. The EC's Asia-wide program: Asia Urbs (Urban issues, e.g. planning, institutional development), Asia Invest (private investment opportunities), Asia-ITC, Asia Pro-Eco</p>

Sector/Thematic Focus	ADB Strategy/Activities	Risks
		(support to ecology), EC-ASEAN Standards and Quality Program, EC-ASEAN IPR Program, EC-AUNP cooperates with ASEAN higher education institutions. Japan supports a forum for comprehensive development of the Indo-China region. UNESCAP supports a regional advisory program for WTO accession obligations.

AFD = Agence Française de Développement; ASEAN = Association of Southeast Asian Nations; AUNP = ASEAN-EU University Network Program; AusAID = Australian Agency for International Development; CIDA = Canadian International Development Agency; Danida = Danish International Development Assistance; DFID = Department for International Development of the United Kingdom; EC = European Commission; EU = European Union; FAO = Food and Agriculture Organization of the United Nations; GEF = Global Environment Facility; GMS = Greater Mekong Subregion; GTZ = Deutsche Gesellschaft für Technische Zusammenarbeit (German Technical Cooperation); HIV/AIDS = human immunodeficiency virus/ acquired immunodeficiency syndrome; ICT = International Center for Trade; IFAD = International Fund for Agriculture Development; IFC = International Finance Corporation; IMF = International Monetary Fund; ILO = International Labour Organization; IOM = International Organization for Migration; IPR = intellectual property rights; ITC = information technology and communications; KfW = Kreditanstalt für Wiederaufbau; MFI = microfinance institution; MoWA = Ministry of Women's Affairs; MPDF = Mekong Project Development Facility; NDF = Nordic Development Fund; OPEC = Organization of the Petroleum Exporting Countries; SIDA = Swedish International Development Cooperation Agency; SME = small and medium-sized enterprise; TA = technical assistance; UNAIDS = The Joint United Nations Programme on HIV/AIDS; UNCDF = United Nations Capital Development Fund; UNDP = United Nations Development Programme; UNESCAP = United Nations Economic and Social Commission for Asia and the Pacific; UNESCO = United Nations Educational, Scientific and Cultural Organization; UNIAP = United Nations Inter-Agency Project on Trafficking; UNICEF = United Nations Children's Fund; UNFPA = United Nations Population Fund; UNIDO = United Nations Industrial Development Organization; USAID = United States' Agency for International Development; WFP = World Food Program; WHO = World Health Organization; WTO = World Trade Organization.

Note: The matrix reflects the key areas of agency operations and may not necessarily portray a complete involvement of each one in the given sectors. Sectors are categorized accord ADB's sector classification system.