



# Completion Report

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Project Number: 45397-001  
Technical Assistance Number: 8011  
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## Cambodia: Strengthening Knowledge Solutions for the Cambodia-ADB Partnership

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TA Number, Country, and Name:		Amount Approved: \$225,000	
TA 8011-CAM: Strengthening Knowledge Solutions for the Cambodia-ADB Partnership		Revised Amount: n/a	
Executing Agency: ADB	Source of Funding: TASF-Others	Amount Undisbursed: \$32,524	Amount Utilized: \$192,476
TA Approval Date: 5 December 2011	TA Signing Date: 10 February 2012	Fielding of First Consultant: 28 September 2012	TA Completion Date Original: 30 June 2013 Actual: 30 June 2014  Account Closing Date Original: 30 June 2013 Actual: 31 October 2014
<b>Description</b>			
<p>The Royal Government of Cambodia and the Asian Development Bank (ADB) seek to continuously develop relevance and effectiveness of Cambodia's partnership with ADB. The small-scale policy and advisory TA (S-PATA) was approved to support (i) economic, thematic and sector work to inform the dialogue between the government and ADB and to facilitate the development of the strategic and program alignment between the government National Strategic Development Plan (NSDP) 2014–2018, and future ADB support, and (ii) development of a knowledge platform. The ADB Cambodia Resident Mission (CARM) was both the executing and implementing agency of the S-PATA in close collaboration with SERD sector divisions, the Ministry of Economy and Finance (MEF), Supreme National Economic Council, and the Ministry of Planning (MoP).</p>			
<b>Expected Impact, Outcome, and Outputs</b>			
<p>The expected impact has been improved development effectiveness of ADB's partnership with the government, consistent with the NSDP 2009–2013, and preparation of the NSDP 2014–2018. The expected outcome has been a better informed, knowledge focused, and country-owned partnership underpinned by a clear understanding of the government's and ADB's shared development objectives, harmonized sector strategies, roadmaps, and result frameworks that employ managing development results' principles.</p>			
<p>The expected key outputs of the S-PATA have included a set of reports and recommendations to ADB and the government with (i) a systematic analysis of development trends and issues to form the basis for the preparation of the successor to the Rectangular Strategy Phase II (RS II); (ii) directions for future partnership priorities and strategic support aligned with the government's next generation of planning cycle 2014–2018, and forming the basis for ADB country partnership strategy (CPS) 2014–2018; (iii) a results management framework and plan, to support the development of indicators for the NSDP 2014–2018 and to provide inputs to sector and project result frameworks for ADB projects and programs; (iv) a functional country-based knowledge management system identified and developed in sustainable manner, and (v) a sector assessment, strategy, and roadmap/thematic assessment report, covering the preparation of all sector and thematic papers to support the CPS 2014–2018. The S-PATA was relevant at both the time of approval and evaluation, in that it responded to the critical need to support and improve coordination of government and ADB national strategies.</p>			
<b>Delivery of Inputs and Conduct of Activities</b>			
<p>Overall, 4 consulting contracts have provided analytical and advisory services under the S-PATA. It was extended one time for 12 months to 30 June 2014 due to initial delays in recruitment of consultants, in the context of a minor change in scope in mid-2012 to support the 20 year anniversary of Cambodia-ADB partnership, and a slowdown in implementation during the 2013 national election. Overall, four minor changes in scope were made during the life of the S-PATA in order to respond to various short-term government priorities, including translation of the RSIII, launching of the publication of the 20 year anniversary of Cambodia-ADB partnership, and statistical literacy training for line ministries and agencies. Implementation delays did not negatively impact on the quality of outputs. The performance of the consultants was satisfactory, as was the performance of ADB as executing agency. The S-PATA budget was underspent by about 15% mainly due to less than estimated requirements for consultancy input, as establishing a country-based knowledge management system towards the end of the implementation period turned out to exceed available resources under the S-PATA.</p>			

## **Evaluation of Outputs and Achievement of Outcome**

The S-PATA has been part of a wider TA package, including TA 8155-CAM: Strengthening Development Partner Coordination in Cambodia, and TA-8347 CAM: Strengthening Knowledge Solutions II – Supporting the Government's Planning Cycle which have supported economic, thematic and sector studies to facilitate and align development of government and ADB strategies and supported ADB operations. It has enabled the CPS country team to actively engage with the government during the formulation and preparation of their major planning tools, i.e. Cambodia Vision 2030, the RS III, and the NSDP 2014–2018, and formed an effective platform for inclusive consultations with relevant stakeholders. Subsequently, the S-PATA supported the formulation of CPS 2014–2018 and harmonized its priorities with those of the government. As a result, the recently approved CPS 2014–2018 is a product of well informed, knowledge focused, and country-owned partnership underpinned by a clear understanding of the government's and ADB's shared development objectives, harmonized sector strategies, roadmaps, and result frameworks, meeting the expected outcome of the S-PATA. The government has acknowledged during the visit of the ADB President to Cambodia in March 2015 that the formulation process of the Cambodia CPS 2014–2018 was very consultative and the approved CPS is consistent with the government's development objectives.

More specifically, outputs (i) and (ii) were achieved by the engagement of a resource person to support preparation of the Cambodia Vision 2030 and the first ever ADB-led development partners' consultation on formulation of the three planning tools of the government. The consultations provided an open and constructive communication platform for development partners into the government development process. Output (iii) was achieved by building capacity in monitoring and evaluation (M&E) of the NSDP 2014–2018 through 3 appreciated trainings in statistical literacy for line ministries and agencies, purchase of IT equipment and one workshop to develop a national M&E technical manual. The RS III was approved in September 2013 and the NSDP 2014–2018, which includes a results framework, in July 2014, while preparation of the Cambodia Vision 2030 is ongoing. Output (v) was achieved by funding a Cambodia Country Partnership Retreat on 29–30 April 2013 which identified priority sectors, sub-sectors and themes for the CPS 2014–2018 and associated linkages and synergies. The S-PATA also funded preparation of the publication: *20 Year Anniversary 1992–2012, The Asian Development Bank in Cambodia: from Rehabilitation to Inclusive Growth*; engagement of civil society advisor to assure adequate consultation of the CPS 2014–2018 with civil society during the formulation stage; preparation of a private sector assessment for formulation of the CPS 2014–2018 to align ADB's future lending and non-lending operations to meet Cambodia's private sector development needs; and preparation of a Cambodia political economic analysis as critical guidance for moving forward processing of the CPS 2014–2018 during the 2013 post-election political stalemate. The S-PATA did not achieve output (iv) due to the complexity of establishing a country-based knowledge management system and shortages of funds, while capacity building in M&E (output 3) was prioritized. Overall, the S-PATA provided critical resources for ADB to advise and engage with government in sustained consultations on developing and aligning national/country strategies. It achieved its expected outcome and four out of five expected outputs.

### **Overall Assessment and Rating**

The TA is rated *successful*.

### **Major Lessons**

Supporting the development of government strategy and aligning ADB country strategy with national strategy is essential for effective ADB country operations. Providing and disseminating sustained knowledge products and services (KPS) to government requires additional resources, besides existing ADB staff capacity. The S-PATA has been instrumental for CARM in this respect, despite the fact that output 4 was not achieved. One related lesson that emerges from implementation of the S-PATA is that project scope and complexity should be carefully calibrated to available resources.

### **Recommendations and Follow-Up Actions**

Following the ADB Strategy 2020 Mid-Term Review Action Plan, CARM has been appointed as SERD focal point for management of KPS in Cambodia. Based on inputs from government agencies during country programming missions, CARM is tasked to develop preliminary list of indicative KPS for the current and subsequent year. The objective of these KPS is to articulate better linkages between proposed operational programs and underlying sector or thematic analyses of key issues/constraints. It is important that CARM is provided with sufficient resources to fulfil the new mandate.