



Completion Report

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Cambodia: Strengthening Knowledge Solutions II – Supporting the Government’s Planning Cycle

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TA Number, Country, and Name:			Amount Approved: \$225,000	
TA 8347-CAM: Strengthening Knowledge Solutions II - Supporting the Government's Planning Cycle			Revised Amount: Not applicable	
Executing Agency: Asian Development Bank		Source of Funding: TASF-IV	Amount Undisbursed: \$134,549.90	Amount Utilized: \$90,450.10
TA Approval Date: 3 April 2013	TA Signing Date: 20 August 2013	Fielding of First Consultant: 27 May 2013	TA Completion Date Original: 30 June 2014	Actual: 30 April 2015
			Account Closing Date Original: 30 June 2014	Actual: 24 July 2015
Description				
<p>The small-scale policy and advisory TA (S-PATA) was approved to support (i) the analytical and consultation activities to prepare the Cambodia Vision 2030, the Rectangular Strategy Phase III (RSIII), and the National Strategic Development Plan (NSDP) 2014–2018, and (ii) capacity building of the Supreme National Economic Council (SNEC) to serve as the coordinator and secretariat for these activities. The SNEC serves as the highest-level body that is mandated to provide the Prime Minister of Cambodia with technical analysis, advice, and recommendations regarding policies and strategies for social and economic development. The Cambodia Vision 2030 has been expected to provide a vision of Cambodia in 2030 along with broad indicators and targets and to inform the new phase of the Rectangular Strategy, as the mandate of the new government after the elections in July 2013, which in turn would provide the direction for the more detailed policy actions in the NSDP 2014–2018. The S-PATA built on TA 7226-CAM: <i>Capacity Development for National Economic Policy Analysis and Development Management, Phase III</i>, which supported institutional and staff capacity of SNEC in policy-oriented research and analysis. It has been part of a wider TA package, including TA 8155-CAM: <i>Strengthening Development Partner Coordination in Cambodia</i>, which improved the development partner coordination mechanism, and TA-8011 CAM: <i>Strengthening Knowledge Solutions for the Cambodia–ADB Partnership</i>, which supported a knowledge focused, and country-owned partnership between the government and ADB.</p>				
Expected Impact, Outcome, and Outputs				
<p>The expected impact of the S-PATA was improved effectiveness of the government's overall development policy formulation, consistent with the NSDP 2009–2013 and preparation of the next planning cycle 2014–2018. The expected outcome was a series of medium- to long-term strategy and planning documents to guide government policy making, and also to underpin the Cambodia-ADB partnership through integration into the ADB CPS 2014–2018. The key expected outputs of the TA include a set of reports, recommendations and related stakeholder consultation activities to: (i) produce macroeconomic projections and analysis to underpin the planning documents and related plan targets and indicators; (ii) support a coherent set of planning documents endorsed by the government; (iii) support various elements of the strategy and planning product preparation processes as required; and (iv) ensure coordination of the analytical inputs of other development partners into the overall planning process. The S-PATA was relevant at both the time of approval and evaluation, in that it responded to the need to support key government strategy and planning capacity and documents and ensure effective ADB operations in Cambodia.</p>				
Delivery of Inputs and Conduct of Activities				
<p>Overall, 4 consultants have provided analytical and advisory services under the S-PATA. The consultants were recruited using individual selection due to the diverse nature of activities under the S-PATA. The ADB Cambodia Resident Mission (CARM) was the executing agency (EA) in close collaboration with the Office of Regional and Economic Integration, the Ministry of Economy and Finance (MEF), SNEC, and the Ministry of Planning (MoP). The consultants successfully (i) provided guidance for analytical studies and built capacity of SNEC staff as inputs for developing the three strategy documents; (ii) provided macroeconomic analysis for the CPS 2014–2018 and other related work; and (iii) contributed to the Ministry of Women's Affairs Country Gender Assessment (CGA) 2014. The performance of the consultants was satisfactory, as was the performance of ADB as EA to achieve the outcome of the S-PATA. The S-PATA was extended one time for 10 months to 30 April 2015 due to a slowdown in related government demand since approval of the NSDP, 2014–2018, CARM staff rotation, and the need to finalize processing of the CPS, 2014–2018 by end of 2014. 60% of overall TA resources remained undisbursed, which is reflected in a corresponding under-utilization of the consultancy budget and three out of four consultancy positions. Additional government demand for support in preparing medium to long-term strategy and planning documents slowed down following approval of the RSIII in September 2013 and the NSDP, 2014–2018 in July 2014 and activity under the S-PATA decelerated until the S-PATA was closed on 30 April 2015.</p>				

Evaluation of Outputs and Achievement of Outcome

The expected outcome of the SSTA was largely achieved. While the draft Cambodia Vision 2030 is still at the consultation stage, it has formed the basis for preparation of the Industrial Development Policy (IDP), 2015–2025, which was approved by the Council of Ministers in March 2015. A national research and data analyst provided crucial macroeconomic analysis and projections for preparation of the CPS, 2014–2018, which is anchored on RSIII and NSDP, 2014–2018 and was approved in November 2014, and additional empirical analysis of the Cambodian economy on a continuous basis (Output 1). An international senior technical advisor provided guidance for analytical studies and research to SNEC staff as inputs for developing the three strategy documents; reviewed experience and best practice from other countries with similar economic and social context; assessed benefits, limitations and consistency of the proposed policy measures and reforms by ensuring linkages and synergies; supported the selection of reforms, policy actions, and proposals to promote socio-economic development; suggested monitoring mechanisms for more effective implementation; and supported SNEC to serve as coordinator and secretariat for the preparation of these planning and strategy documents. A resource person provided policy advice at the Cambodia Vision 2030 Mini-Retreat on 4–5 June 2013 on the overall structure and substance of the Cambodia Vision 2030; assessed political and institutional roles; provided solutions to build broad political understanding and support and proposed mechanisms for institutional coordination; and ensured synergy and consistency between the RSIII and Cambodia Vision 2030 (Outputs 2 and 3).

A gender economist drafted a study on women's economic empowerment in Cambodia, which was ADB's contribution to the Ministry of Women's Affairs CGA 2014, and provided the basis for the chapter and policy brief on women's economic empowerment (contribution to Output 3). The chapter was subsequently extended and turned into an ADB publication "Promoting Women's Empowerment in Cambodia".¹ The CGA 2014 was the basis for the first evidence based policy formulation process for gender mainstreaming in public policy in Cambodia, which resulted in the Five Year Strategy for Gender Mainstreaming and Women's Empowerment, called Neary Ratanak IV. The senior technical advisor also assisted SNEC counterparts in conducting consultation with, and reviewing the inputs from, various civil society and private sector stakeholders, development partners and government agencies to gather additional information and perspectives on relevant issues related to the preparation of the above strategy documents (Output 4).

The CPS, 2014–2018 is widely regarded as firmly aligned with government strategy and being developed in an inclusive and participatory consultation process. While the expected outcome and four outputs are deemed largely achieved, the scope of the S-PATA could have been more accurately defined, costed and aligned with previous and ongoing TAs which had facilitated better resource utilization and more complete implementation.

Overall Assessment and Rating

The TA is rated *less than successful*.

Major Lessons

Supporting the development of government medium- and long-term strategy and planning and aligning ADB country strategy with national strategy has been essential for effective ADB country operations in Cambodia. The S-PATA has been important in this respect, but better processing and implementation towards the end of the S-PATA would have substantially increased effectiveness and outputs.

Recommendations and Follow-Up Actions

SERD should consider approval of TA soon to support preparation of the next generation of government national strategies and the next CPS and enable ADB to retain a major role in development cooperation and knowledge production in Cambodia. A designated CDTA has been included in the 2016 non-lending pipeline. It is likewise important, in this context, that CARM is provided with sufficient resources to fulfil the new mandate of SERD focal point for knowledge management of Cambodia.

TA = technical assistance

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¹ <http://www.adb.org/sites/default/files/publication/156499/promoting-womens-economic-empowerment.pdf>.