

TA COMPLETION REPORT

Division: AWWU

TA NO./NAME: 2281-CAM: Urban Development Strategy Study				TA AMOUNT APPROVED: \$500,000	SOURCE: Bank
				REVISED AMOUNT: -	
EXECUTING AGENCY: National Committee for Regional Planning, Urban Planning and Construction (NCRUC)				TA AMOUNT UNDISB.: \$55,062	TA AMOUNT UTILIZED: \$444,938
DATE: 24 June 1997	APPROVAL: 04 January 95	SIGNING: 10 March 95	FIELD: 7 Aug 95 - 15 May 96 17 Feb 97 - 19 Mar 97	CLOSING: Original: 31 March 96	Actual: 21 March 97

TA DESCRIPTION (Background/Rationale)

1. The rapid urbanization in the capital city and provincial towns as a result of migration of rural population, settlement of returned refugees, and resettlement of demobilized military personnel has put a great pressure on the basic urban services in the cities which have been damaged by wars in the past two decades. In order to address the problems arising from the rapid urbanization, the Government requested the Bank to provide technical assistance (TA) to formulate a comprehensive urban development strategy for Cambodia.

TA OBJECTIVES AND SCOPE

2. The TA was designed to assist the Government in the preparation of an urban development strategy for Cambodia. The objectives of the TA were to: (i) analyze and assess urban issues and problems; (ii) review the interrelationships between the factors that affect urbanization; (iii) assess urban development requirements; (iv) prepare a comprehensive, financially feasible urban development investment plan, formulate objectives and prioritize urban development projects; and (v) build institutional capacity to improve, manage, and monitor urban infrastructure, services and functions. The urban centers covered by the TA Study were those with 15,000 people or more.

TA INPUTS EVALUATION

3. The National Committee for Regional Planning, Urban Planning and Construction (NCRUC) was designated by the Government as the Executing Agency (EA). It was found out during the TA's implementation that the EA had only two regular staff, a chairman and his secretary. Hence, there were no staff at the technical level to assist the consultants nor counterpart staff appointed for the entire duration of the Study. The Government was able to set up the required TA Steering Committee (TASC), 3 months after consultants' mobilization. The TASC was composed of representatives from the Ministry of Planning, Ministry of Public Works, Urban Planning Committee, 5 selected provincial towns, and the Chairman of NCRUC, who also served as the secretary of the Steering Committee. Since the members of the TASC came from different government agencies, forging coordination among its members was difficult. However, the Study team did not feel all these constraints because the Chairman of NCRUC had provided the consultants good access to needed information.

4. The consultants, out of the TA funds, rented a furnished office. A desktop computer and related software, a laser printer and a photocopying machine were procured by the consultants following the direct purchase procedure. The equipment was used by the consultants for the entire duration of the Study and thereafter was turned over to NCRUC.

5. The Bank, through 3 review missions, adequately supervised the TA. The Bank missions which were fielded from 11-19 September 1995, 8-16 December 1995 and 8-15 March 1996 reviewed the TA's progress, held discussions with the consultants and Government and participated in an Urban Sector Donor Coordination Conference held at United Nations Centre in Phnom Penh. The reviews by the Bank were thorough, addressed the issues raised by the consultants and NCRUC, and provided appropriate advice to the consultants.

TA OUTPUTS EVALUATION

6. The TA made a survey of the general urban conditions in 15 towns and a comprehensive assessment of all critical elements of urban development in the country. The strategy formulation began with the development of a set of urban sector objectives. Stemming from these urban sector objectives were core strategy statements which describe the overall approaches Cambodia needs to take toward its urban development. The core strategy statements were then articulated in terms of 7 strategy components. For each of these 7 components a number of strategic guidelines and preferred scenarios were developed for the short term (1996-1998), medium term (1999-2005), and long term (2006-2015) investment plans. The strategy components and the investment plans were further grouped into 3 main geographically-determined programs, i.e. (i) Secondary Towns Rehabilitation and Development Program; (ii) Phnom Penh Rehabilitation Development Program; and (iii) National Urban Sector Program. Finally, 13 priority investment projects for the Secondary Towns Rehabilitation Development Program, 22 for Phnom Penh Rehabilitation Development Program and 6 for the National Urban Sector Program were identified. To complement the investment program, the consultants recommended action plans which the Government should undertake during the 1996-2002 period. The TA was not able to build institutional capacity, as NCRUC had no technical staff and was not effective in coordinating urban development in the country.

7. An Urban Information Matrix was set up, as an additional contribution, by the consultants to facilitate coordination of funding agencies in the sector. The matrix provides a framework for the development and collation of 24 urban subjects set against individual cities and against the national level. Each of the 24 urban subjects has a separate file. Also, each of the cities has a separate file with guides indicating the information available by subject or sector. The information that pertains to a certain subject or sector is also cross-referenced geographically. A total of 42 files have been created. The files which existed electronically as WP51 files and also physically as box files were turned over to NCRUC.

8. A workshop explaining the Provincial Towns Rehabilitation and Planning Guidelines was held in February 1996 in Takmau, one of the provincial towns. The workshop included participants from local communities, NGOs and provincial governments.

TA OVERALL ASSESSMENT/RATING

9. Although the final report submitted by the consultants is of high quality and has been well-received by the Government and the Bank, the TA is categorized as partially successful because the capacity building objective of the TA was not achieved, as NCRUC had no technical staff and was not effective for urban development coordination in the country.

MAJOR LESSON LEARNED

10. Selection of a suitable EA for a project should be given careful attention. If institutional capacity building is among the objectives of a TA study, preference should be given to Government ministries or municipalities which have regulatory, planning or administrative functions. It is also essential that the EA for a proposed project should have a reasonable hierarchy and technical staff to participate in the project implementation.

FOLLOW-UP ACTION AND RECOMMENDATIONS

11. It is recommended that the ongoing follow-on PPTA 2689-CAM: Integrated Urban Development Project be implemented in line with the findings of this TA.

12. To help the Government realize the objectives of the urban development strategy prepared under this TA, the Bank should continue providing financial assistance for the development of the urban sector, especially its infrastructure elements. Also, there is a need for continuing close coordination and cooperation among external funding agencies to prevent gaps or duplication of efforts in addressing the needs of the sector.

13. It is hoped that the Urban Information Matrix will form the core of a permanent urban data and coordinating base. The matrix should be made available to professionals from various organizations who are interested in the urban sector in Cambodia. These professionals should be encouraged to contribute to the matrix to make it more comprehensive. In effect, it will become a vehicle for improved technical coordination among institutions in the sector.