



KINGDOM OF CAMBODIA
NATION RELIGION KING



TRADE SECTOR WIDE APPROACH TRADE DEVELOPMENT SUPPORT PROGRAM (TDSP)



TDSP



Exit and Sustainability Plans and Strategies

Prepared by the Department of International Cooperation (DICO),

MINISTRY OF COMMERCE

January 2016



Funded by the Multi Donor Trust Fund
in Trade Related Assistance in Cambodia (MDTF-TRAC)

Table of Contents

Foreword	2
Abbreviations and Acronyms	3
1 Background	5
1.1 Introduction	5
1.2 Program Summary	6
1.3 Overview of the Exit and Sustainability Planning Process	6
2. Key Elements for Program Exit Strategies	6
2.1 Defining Exit Strategy	6
2.2 Approaches in Exit Strategies	6
3. Sustainability of Results and Project Exit Strategy	7
4. Priority Actions for Exit and Sustainability Plans for TDSP projects	8
4.1 Rules of Origin	8
4.2 Information Dissemination of Top 10 Products	9
4.3 Export and SME Training	9
4.4 Strengthening the Capacity of ISC in Cambodia	10
4.5 Capacity Building for DTSI	10
4.6 Customs Valuation System	11
4.7 Awareness Program on Customs in Cambodia	11
4.8 Enhancing IP Teaching and Training	12
4.9 Raising Awareness on the Law on Investments	12
4.10 Support in Drafting the E-Commerce Law	13
4.11 Strengthening Institutional Risk Management Capacities at Camcontrol	14
4.12 Reviewing of Commercial Laws	14
4.13 Strengthening MoC Core HR Functions	15
4.14 Value Chain Information Unit	15
4.15 Development of Trade Curriculum at the Royal School of Administration	16
4.16 ICT Master Plan Implementation	16
4.17 GDCE Capacity Enhancement Program	17
4.18 Implementing Agency Capacity Enhancement Program	18
4.19 Development of Completed National Standards of Rice	18
4.20 Better Quality and Safety of Fish and Fishery Products	18
4.21 Strategic Proposal for the Support of ASYCUDA World System	19
4.22 Support to the Government –Private Sector Forum	19
4.23 Development of a Stronger National IP System	20
4.24 Automation of Phyto-Sanitary Certificates	20
4.25 Trade Training and Research Institute	21
4.26 Support to ACF and Dispute Resolution in Cambodia	21
4.27 Strengthening the Operational Capacity of NCAC	21
5. Exit and Sustainability Plans	22
5.1 Exit Strategy Action Plan (January to August 2016)	22
5.2 Sustainability Action Plan	24
6. Next Steps and Recommendations	27
6.1 Exit Strategies	27
6.2 Sustainability Strategies	27
6.3 Action Steps Undertaken towards implementing sustainability strategies	28

*** Second Draft 18 February 2016**

Foreword

This Report documents the Exit and Sustainability Plans and Strategies of the activities to be carried out in the various projects supported by the Trade Development Support Program. It provides strategy recommendations for the phasing out and sustaining the results that has been achieved by TDSP before it comes to close by 14 August 2016. It is important that prior to that time, the Department of International Cooperation (DICO) of the Ministry of Commerce, as the executing agency, and the various implementing agencies are in a position to sustain the Program and the activities that it views central to the Program Development Objective. It is also important for DICO to coordinate closely the activities of the remaining projects in 2016 to fully utilize the remaining MDTF funding in ways that both accomplish TDSP's PDO and enhance its sustainability.

This report discusses exit strategies and sustainability options for each of the projects implemented under TDSP, which is framed around the following considerations:

- The need to sustain funding for core TDSP activities, some of which the Royal Government of Cambodia will support after project closing;
- The need to agree on how the transfer of activities and handover of responsibilities be undertaken once TDSP closes; and
- The need to devise strategies for DICO and other implementing agencies to bridge the financial and technical gaps after the Program concludes.

The strategies lined up in this Exit and Sustainability Plans focuses mostly on core activities, selected based on discussions with project managers and other officers of implementing agencies on the transition process from phasing out of their respective activities and in sustaining the important ones to form part of their daily activities in their respective departments or units. The core activities were reviewed and recommendations are provided on how they can be carried forward. Recommendations are also provided at the end of this Exit and Sustainability Plans and Strategies Report on how to carry out the vital and peripheral activities of the various projects once they close in August 2016, specifically by the Royal Government of Cambodia, by the Ministry of Commerce and other ministries that have implemented projects funded by TDSP, institutions, and other stakeholders in the trade and business sectors.

While the Royal Government has begun to develop Medium-Term Plans to meet future technical assistance needs in the trade and business sector by tapping suitable new funding sources. This requires early definition of projects and activities that may need external financial support, a continuous screening of funding programs, the exploration of innovative funding options, and timely preparation of application for grant support.

We hope that this Exit and Sustainability Plans and Strategies Report will be useful in most of the endeavors of the project implementers of the Trade Development Support Program.

H.E. TEKRETH KAMRANG
Secretary of State
Program Coordinator, TDSP
Focal Person, EIF

CHHIENG PICH
Director, Department of International
Cooperation
Project Director, TDSP and EIF

ABBREVIATIONS AND ACRONYMS

ADB	Asian Development Bank
AEC	ASEAN Economic Community
ASEAN	Association of Southeast Asian Nations
ASYCUDA	Automated System of Customs Data
AUSAID	Australian Agency for International Development
AWS	ASYCUDA World System
BETF	Bank-Executed Trust Fund
CAMCONTROL	Cambodia Import Export Inspection and Fraud Repression Department
CAMRADENET	Cambodia Trade Network
CAS	Country Assistance Strategy
CDC	Council for the Development of Cambodia
CIB	Cambodia Investment Board
CMDG	Cambodian Millennium Development Goals
CO	Certificate of Origin
COS	Certificate of Origin System
CTIS	Cambodia Trade Integration Strategy
DICO	Department of International Cooperation (Ministry of Commerce)
DRS	Disaster Recovery System
DTI	Direct Trader Input
DTIS	Diagnostic Trade Integration Strategy
EATW	Export Assistance Technical Window
EIF	Enhanced Integrated Framework
ESAD	Electronic Single Administrative Document
EU	European Union
FDI	Foreign Direct Investment
FM	Financial Management
FMM	Financial Management Manual
GDCE	General Department of Customs and Excise
GDP	Gross Domestic Product
GNP	Gross National Product
G-PSF	Government-Private Sector Forum
IA	Implementing Agency
IC	Implementing Committee
ICA	Investment Climate Assessment
ICT	Information and Communication Technology
ICR	Implementation Completion Report
IFC	International Finance Corporation
IFR	Interim Financial Report
ILO	International Labor Organization
IMF	International Monetary Fund
IMS	Information Management System
IOC	Incremental Operating Cost
ITC	International Trade Center (Geneva)
IT	Information Technology
JICA	Japan International Cooperation Agency
KCA	Key Capacity Areas
KPI	Key Performance Index
LAN	Local Area Network
LDC	Least Developed Country (a country with GDP per capita is less than \$1,000 per annum)
LJR	Legal and Judicial Reform
LPI	Logistics Performance Index
MAFF	Ministry of Agriculture, Fisheries and Forestry
MCS	Ministry of Civil Service
MDTF	Multi Donor Trust Fund
MEF	Ministry of Economy and Finance
MFA	Multi-Fiber Agreement
MFN	Most-Favored Nation
MIH	Ministry of Industry and Handicrafts
MOC	Ministry of Commerce
MOU	Memorandum of Understanding
NIDA	National Information Communications Technology Development Authority

NPT	National Project Team
NSDP	National Strategic Development Plan
NSW	National Single Window
OECD	Organization for Economic Cooperation and Development
PDO	Program Development Objectives
PDoC	Provincial Department of Commerce
PDS	Private Sector Development
PFM	Public Financial Management
PPI	Private Participation in Infrastructure
PPIAF	Public-Private Infrastructure Advisory Facility
RETF	Recipient-Executed Trust Fund
RGC	Royal Government of Cambodia
SAD	Single Administrative Document
SEZ	Special Economic Zone
SLA	Service-Level Agreement
SMSU	Systems Management and Support Unit (ICT)
SPS	Sanitary and Phyto-Sanitary
SSC-TD-TRI	Sub-Steering Committee on Trade Development and Trade-Related Investment
SWAP	Sector Wide Approach
TBT	Technical Barriers to Trade
TDSP	Trade Development Support Program
TFCP	Trade Facilitation and Competitiveness Project
TIW	Trade Information Window or Trade Information Website
TOR	Terms of Reference
TPR	Trade Policy Review
TRAC	Trade Related Assistance in Cambodia (i.e. parent Trust Fund for TDSP and the BETF)
TRIMS	Trade Related Investment Measures
TRIPS	Trade Related Intellectual Property Rights
TTL	Task Team Leader
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Program
UNIDO	United Nations Industrial Development Organization
WAN	Wide Area Network
WB	World Bank
WIPO	World Intellectual Property Organization
WTO	World Trade Organization
XML	Extensive Mark-up Language

1. Background

1.1 Introduction

According to the International Monetary Fund, Cambodia's economic growth has been one of the fastest among Asia's developing economies in recent years. It averaged 7.0 percent in the last five years driven by robust garments exports, real estate, and construction. Economic activity remained strong with growth rate at 7 percent in 2014. Further reforms, including the removal of remaining barriers to doing business for firms of all nationalities and sizes, as well as improving logistics, will strengthen the country's competitiveness and enhance its capacity to generate more and better jobs.¹

Cambodia is now in the process of graduating from low-income to lower-middle income status. As Cambodia traverses its middle-income journey over the next two decades, it will be important to ensure that the momentum of past growth is maintained. For that, the country will have to manage the many development challenges that typically plague middle-income countries. In preparing the country for the massive task of graduating from low-income to middle income country, there are several trade policies and reforms that the Royal Government, under the leadership of the Ministry of Commerce, is introducing that promote an export-led growth approach through rapid liberalization and further integration into the global economy. These trade policy development and reform processes are intended to be pro-poor and should clearly demonstrate a positive correlation between the type of trade strategy suggested and the actual reduction of poverty in the Cambodian context. Trade reforms have already started at the Ministry of Commerce, with the support of the Trade Development Support Program (TDSP) and the Enhanced Integrated Framework (EIF).

As part of its strategy to propel the country's sustained economic growth, the Royal Government of Cambodia (RGC) has developed the Cambodia Trade Integration Strategy for 2014 to 2018, which is aligned with the National Strategic Development Plan 2014 to 2018 and the Cambodia Rectangular Strategy. Since most of the country's Aid-for-Trade Programs are about to end in 2016, it is strongly recommended that the donor community sustain most of the work in progress related to trade policy development and the reform process by providing additional funds and technical assistance towards this end. Pro-poor trade strategy development and policy reforms require sufficient time for participatory poverty impact analysis and stakeholder consultation. Small-scale producers, farmers, fishers, and factory workers are amongst those most heavily affected by trade strategy. They can contribute valuable insights into how changes in the economic environment can affect their livelihoods.

Therefore, this Exit and Sustainability Plan for the Trade Development Support Program has been developed, in line with the preparation of the Medium-Term Plan 2016-2020, in order to lay out the foundation of the various collaborative efforts that RGC need to fully pursue in the formulation of the trade policies and strategies based on a continuous iterative analytical process, leading to an open policy dialogue and partnership.

1.2 Program Summary

The recipient executed Multi Donor Trust Fund (MDTF) of the Trade Development Support Program (TDSP) [TF093573] was originally envisaged as a five year program in June 2007. However, because of the lengthy delays in the approval of the financing agreement between European Union and the Royal Government of Cambodia (which was signed on 28 June 2007), the signing of the administration agreement (November 11, 2008), and the date of project effectiveness (March 9, 2009), the first disbursements for the program actually took place in June 2009. Recently, the closing date for TDSP recipient executed Trust Fund [TF093573] has been extended from March 31, 2015 to August 14, 2016, with two months grace period after closing date.

¹ International Monetary Fund, Economic Outlook of Cambodia for 2015.

The TDSP's program development objective has not been changed since the start of the Program: "To increase RGC's efficiency in formulating and implementing effective trade policies." The TDSP's focus is on establishing an enabling environment that maximizes the impact of, and reduces the risk to, other sector- and product-specific trade promotion and development activities. On the other hand, the Trade SWAp's objective is to support the implementation of key recommendations of the Cambodia's Diagnostic Trade Integration Strategy (DTIS) prepared in 2007, which has been revised in February 2014 for the period 2014 to 2018, that aims to develop and diversify exports, and maximize the contribution of trade to growth and poverty reduction.

The TDSP has four components supporting the implementation of the Trade SWAp: (1) Trade Policy Formulation and Implementation; (2) Performance Monitoring; (3) Institutional and Human Capacity; and (4) Implementation Support to TDSP:

1.3 Overview of the Exit and Sustainability Planning Process

The exit strategy that is described in this report is a specific plan describing the transition process on how TDSP will close and the remaining allocated funds will gradually be withdrawn while ensuring that the whole Program and the specific projects supported have achieved the Program Development Objective. The exit strategies will not only identify appropriate strategies to close each project supported by TDSP, but also to maintain the benefits that have been achieved while pursuing for some continuation of activities that need further actions. Ideally, an exit strategy puts in place a system whereby the benefits expand beyond the original proponents and beneficiaries. Having an exit strategy, provides clarity, focuses programming work, enables better planning of available human and financial resources and gets people to think about the end at the beginning of the program.

On the other hand, the Sustainability Strategies and Plans presented in this report provide a road map to guide DICO and the development partners to work on sustainability efforts, specifically on the continuation of project activities beyond the grant period, maintaining valuable projects and innovation in a changing environment. The Sustainability Plan for TDSP helps identify what resources are necessary to sustain various successful projects, encourage the development of partnerships and support collaboration, and help define progress and the necessary steps needed to ensure long-term success after the grant ends.

2. Key Elements for Program Exit Strategies

2.1 Defining exit strategy

In its broadest sense an exit strategy is a strategy for designing, implementing, and ending external support in a manner consistent with the objective of producing sustainable development outcomes. Specifically, an exit strategy is a plan describing how a program intends to withdraw its resources while ensuring that achievement of the program goals is not jeopardized and that progress towards these goals will continue.

2.2 Approaches in exit strategies

- **Phase down.** Phase down refers to gradual reduction of program activities, utilizing the permanent organizational unit to sustain program benefits while the original program sponsor deploys fewer resources.
- **Phase out.** Under this approach a program sponsor withdraws from involving in a program without turning it over to another institution for continued implementation.
- **Phase over.** Under this approach, a sponsor transfers program activities requiring continued inputs organizations, informal groups or networks or key individuals. The process of transfer may be very gradual and need to be coordinated with a capacity-building strategy

that is designed to help the taking over organizations acquire the skills and resources required to implement the program successfully.

3. Sustainability of Results and Project Exit Strategy

The sustainability of projects implemented under the Trade Development Support Program will largely depend on the knowledge and skills acquired by the stakeholders. It is assumed that if knowledge is created and retained, there will also be motivation and interest in disseminating the information acquired and in sustaining and expanding trade mainstreaming (i.e. institutionalization) after the formal end of the project. More specifically, capacities (human and technical) of key governmental bodies must be strengthened at national, sector, and decentralized level to ensure the sustainability of the projects supported by TDSP.

There are various risks that could limit the achievement of results and threaten the long-term sustainability of the project. These include, among others:

- Change of government priorities.
- Decline in commitment from key stakeholders.
- Changes of personnel in relevant government bodies.
- Discrepancy in the time line of national processes and project activities.

In order to reduce risks and increase the probability of success of the project, several measures will be taken, including:

- **Ownership.** The ownership of the project by government authorities and other relevant stakeholders is crucial to ensure the sustainability of the activities initiated with the projects funded by TDSP. Ownership will be facilitated by continued engagement with government decision-makers at the national and provincial levels. In particular, active participation of government authorities throughout planning, implementation, monitoring and evaluation would lay a solid and strong foundation for the sustainability of the project. In order to enhance ownership, project activities will be aligned with national development priorities spelled out in the National Strategic Development Plan, the Rectangular Strategy, and the Cambodian Millennium Development Goals, and will aim to effectively support the implementation of development strategies by strategically planning the timing of the support provided.
- **Continuous and active monitoring.** The TDSP M & E Team will actively monitor project activities during implementation, in order to identify potential financial and technical gaps that might occur once the project has ended.
- **Knowledge dissemination.** The training activities that will be carried out in the framework of TDSP have the overall objective of not only being able to develop effective trade policies but also creating capacity among key decision-makers in order to ensure future dissemination of knowledge within their respective institutions. In this sense, project sustainability will be further enhanced through the identification of best practices for trade mainstreaming at the regional, national, provincial and district level. Such integrated approach is expected to facilitate the institutionalization of planning methodologies, tools and techniques for trade mainstreaming across all levels of decision-making.
- **Effective and regular reporting.** In order to enhance sustainability after the end of the project, regular reporting will be conducted during implementation. This will ensure that project outcomes and lessons learnt are made available to all stakeholders, thereby providing guidance for future activities.
- **Stakeholders' engagement.** A variety of national and regional stakeholders will be regularly addressed by project activities in order to maximize knowledge dissemination

potential and achieve sustainable project outcomes. In addition, care will be taken not to overload and overburden key stakeholders with excessive information and tasks.

4. Priority Actions for Exit and Sustainability Plans of TDSP Projects

In trade-related assistance and development program such as the Trade Development Support Program, sustainability is broadly viewed as the continuity of the project impacts, results and processes beyond the project life. In this regard, after discussions with representatives of implementing agencies, the following Exit and Sustainability Plans and Strategies are suggested:

4.1 Rules of Origin

Rationale	Cambodia is a beneficiary of different preferential tariff schemes and MFN duties because of its WTO membership. However, preferences are conditional upon the fulfillment of an array of rules of origin requirements which often present severe difficulties to Cambodia. The new trading mechanism provided by WTO accession also make Cambodia subject to a mechanism of rights and disciplines that need to be complied with. Rules of Origin difficulties and insufficient compliance with international norms and standards in terms of origin administration and verification may cause severe prejudice in terms of continued eligibility to preferential programs and reputation of the Cambodia ability to be a reliable partner. Unless Cambodian officials and the private sector have the necessary capacity to administer and comply with rules of origin and negotiate, where possible, suitable rules of origin at sub-regional level, the utilization of trading opportunities under the regional and multilateral trading systems may be frustrated and penalties inflicted on importers of Cambodian goods with considerable impact on business and investment.
Action Steps	<ol style="list-style-type: none"> 1. There is a need to ensure implementation, enforcement, and compliance with rules of origin requirements at the national level. 2. Expertise from international and regional organizations can be of assistance in helping Cambodia better utilize trading opportunities arising from trade perspective and the multilateral trading system. 3. Ministry of Commerce officials have acquired broad and detailed knowledge on all issues related to Rules of Origin, thereby, they are able to assist the private sector in fully using preferential trading possibilities. 4. Ministry officials and the private sector have acquired detailed expertise in complying with EC procedures and they are able to take advantage of the EU's EBA programs. 5. Since training programs on Rules of Origin and EU's EBA were also conducted in the provinces, the private sector and government officials in the provinces are better able to use preferential trading arrangements.
Exit Strategies	<ol style="list-style-type: none"> 1. After completion of the Training Program on Rules of Origin and the Manuals on the Rules of Origin has been widely distributed, the Ministry of Commerce will constantly be in contact with some exporters on an ad hoc basis to deal with their immediate and pressing problems related to the implementation of rules of origin. 2. The Ministry of Commerce will also be in touch with the Council for the Development of Cambodia and the General Department of Customs and Excise on aspects of rules of origin administration that fall under their jurisdiction. 3. The Ministry of Commerce has issued directives on some exemptions on the processing of Rules of Origin certification. 4. The Certificate of Origin has been automated to reduce face-to-face interaction among traders and Ministry of Commerce officials.
Sustainability Strategies	<p>Because decisions on rules of origin impact purchasing, sourcing, and investment strategies of profit-maximizing firms, it is imperative that they result from a transparent, de-politicized, and predictable process, so that firms can account for them as a factor of production when planning their profit-maximizing strategies. A major step towards this goal has been taken with the Origin Agreement, which harmonizes the non-preferential rules of origin and attempts to create a more transparent, technical, predictable implementation process for all determinations of origin. However, harmonization of the rules of origin is only a second-best solution. As long as countries continue to differentiate in the treatment of goods from different countries, <i>i.e.</i>, to discriminate between different sources of supply of a product, rules of origin will continue to be a controversial, necessary, but inefficient device in international trade. Therefore, the following steps will be followed in Cambodia to sustain the activities related to Rules of Origin implementation in Cambodia:</p> <ol style="list-style-type: none"> 1. Set-up a 24/7 Help Desk and Information Kiosk at the Ministry of Commerce to answer

	<p>questions and other inquiries from the general public and traders on the Rules of Origin implementation in Cambodia.</p> <p>2. Conduct follow-up seminars and trainings on the Rules of Origin policies and procedures.</p> <p>3. Provide additional pilot-testing and dissemination workshop in using the automated issuance of Certificate of Origin.</p>
Progress Monitoring	The Monitoring and Evaluation Unit of the Department of International Cooperation (DICO), Ministry of Commerce, will regularly coordinate with the General Department of International Trade on the follow-up actions related to the Project on the Rules of Origin.

4.2 Information Dissemination of Top 10 Products

Rationale	The Top Ten Products Booklet gives producers, coming from the 24 provinces of Cambodia, a platform to present their demand and supply, which also serves as a bridge for these producers and traders to find new markets, new trade partners, and new suppliers. They will be enabled to find new buyers and enter new markets. This will also strengthen both domestic and international market sales. Producers are also likely to attract investment by making information available.
Action Steps	<ol style="list-style-type: none"> 1. TPD is conducting annually the Cambodia Import-Export and One Province One Product Exhibition as well as other trade fairs in the country and is also facilitating the participation of Cambodian companies and products in international exhibitions. 2. TPD will be using the various events that it is organizing and facilitating to distribute the Top Ten Products Booklets and CDs to prospective buyers and traders.
Exit Strategies	<ol style="list-style-type: none"> 1. Disseminate the Top Ten Products Booklets and CDs to various trade shows and exhibitions, as well as to various trade attaches in Cambodian embassies worldwide. 2. Coordinate with various exhibitors worldwide to undertake dissemination workshops related with Top 10 Products.
Sustainability Strategies	<ol style="list-style-type: none"> 1. TPD should continue to establish connections with international networks of buyers and traders, aside from those that have been established in Japan, Korea, China, and other Southeast Asian countries. 2. TPD should continue communicating with trade or commercial attaché in various countries to disseminate additional booklets that will be printed. 3. The Ministry of Commerce must update the booklet and the CDs in substantial format which will be sold to international traders and buyers to sustain the printing and updating activities.
Progress Monitoring	Constant monitoring must be undertaken by M & E Unit of DICO with the General Department of Trade Promotion.

4.3 Export and SME Training: Coaching Services

Rationale	A considerable part of Cambodia's international trade is conducted informally. SMEs in general are often unable to handle formal export procedures. Since formal exports require various documents as attachments, several companies which find these documentation requirements cumbersome are unable to export their products the formal way and are succumbed to trade informally in the neighboring countries such as Thailand and Vietnam. Besides numerous documentary requirements, another major problem is that the documents are issued by different government institutions with limited transparency. These constitute a barrier for many companies in Cambodia, particularly SMEs, for starting formal export business and accessing new markets.
Action Steps	<ol style="list-style-type: none"> 1. The Trade Promotions Department of the Ministry of Commerce provided training and coaching services to SMEs and other traders for doing formal export. 2. The initiative was conducted through a training of trainers (respective coaches) who trained and coached the ultimate target group (SMEs) in doing formal export. 3. The training program and coaching services have reached a wide geographic outreach and developed a nationwide network of coaches and trainers that covered the 24 provinces of Cambodia. 4. The trainers and coaches came from the Provincial Departments of Commerce, provincial chambers of commerce, and other sector specific institutions.
Exit Strategies	<ol style="list-style-type: none"> 1. Continue to use the training curriculum and Handbook on Export Procedures published by the Ministry of Commerce and the International Finance Corporation (IFC) in 2008. 2. TPD should establish directories of the 60 trainers and the 400 SME participants, who will be contacted from time to time for additional export documents and materials, as well as follow up training.

Sustainability Strategies	<ol style="list-style-type: none"> 1. The Trade Training and Research Institute must coordinate with the General Department of Trade Promotion in conducting follow-up training programs on export procedures among SMEs. 2. TTRI may open the Export Training and Coaching Services to other stakeholders at a minimal fee to sustain the holding of additional training programs in the future. 3. TTRI may also publish the “Handbook on Export Procedures” and sell it to the general public.
Progress Monitoring	The M & E Unit of DICO shall monitor the progress of achievements on the exit and sustainability strategies of this project.

4.4 Strengthening the Capacity of Institute of Standards in Cambodia

Rationale	There are a lot issues regarding human health and environmental protection cause by low quality and unsafe products. All those issues are raising misunderstanding on the market requirements, use of old technology, traditional method conservation, no standards, procedures and management in place, insufficient human resource, and finance. To solve these problems, standardization and conformity assessments are required to ensure quality and safety of products to meet the requirements of the international markets. Cambodia lags behind in this area, due to lack of technical infrastructure and operational system of the national institutions dealing with standards, regulatory and conformity assessment. This project intended to provide 16 new standards, 5 technical committees and several working groups are set up and can work effectively, and about 350 representatives from the private sector are aware of the standards and conformity assessment requirements of the international market.
Action Steps	<ol style="list-style-type: none"> 1. Develop 16 new national standards, guidelines, and code of good practices. 2. Purchase international standards and technical books. 3. Conduct awareness and training programs for all manufacturers, traders, interested parties for improving knowledge, manufacturing technologies, process management and production. 4. Strengthen information system. 5. Provide office equipment and training tools.
Exit Strategies	ISC must ensure the adequate publication of all 16 new national standards, guidelines and code of good practices developed in the project and that these are disseminated to all stakeholders.
Sustainability Strategies	ISC must look for additional financing to improve their existing facilities.
Progress Monitoring	M & E Unit of DICO to coordinate implementation of exit and sustainability strategies.

4.5 Capacity Building for the Department of Trade Statistics and Information

Rationale	Relevant business information is an essential element in international trade operations and plays a relevant role in international marketing. The capacity to get the right business information at the right time, at the right place, at the right price, and knowing how to use them, are important in today's trading. At the Ministry of Commerce, the Department of Trade Statistics and Information (DTSI) is producing import-export statistical yearbooks, weekly business round-up bulletins, and list of international and local commodity prices. However, the department has been facing certain challenges such as: (a) lack of capacity to analyze and publish information; (b) lack to tools to access and analyze information; (c) poor human resources; and (d) insufficient financial resources. Because of these difficulties in carrying out its mandate, trade information is not regularly made available to the stakeholders.
Action Steps	<ol style="list-style-type: none"> 1. The project developed the department's capacity, with the assistance of experts from the International Trade Center and other international experts hired by TDSP, to collect, analyze and publish trade information and statistics. 2. Experts from ITC also conducted training programs among the officers and staff of DTSI and other departments of MOC in accessing trade search engines within the website of ITC such as market mapping, investment mapping, etc. 3. TDSP also supported the publication of Trade Statistical Yearbook for 2011, as well as in conducting study tour in the various provinces of Cambodia.
Exit Strategies	<ol style="list-style-type: none"> 1. As the project has already closed, MOC management must be able to find possible budget to publish the subsequent Trade Statistical Yearbooks for 2012, 2013, 2014, and 2015. 2. DTSI officers and staff, who were trained on ITC's market analysis tools such as Trade Map, Market Access Map, Product Map, and Investment Map must provide transfer of knowledge training to other officers and staff of MOC and other agencies involved in international trading.

Sustainability Strategies	<ol style="list-style-type: none"> 1. MOC management should request a budget allocation for the production and printing of trade statistical yearbooks and compact disks. 2. Monthly trade statistical bulletins must be published regularly in MOC's website. 3. MOC management should implement certain fee-for-use schemes of trade statistics, such as access to trade information on the internet for a fee and selling of monthly and yearly statistical books to sustain DTSI's operation. 4. DTSI officials and staff must attend additional training on statistical analysis, including monitoring and evaluation. 5. DTSI should engage the provincial departments of commerce and other trade related agencies in gathering trade statistics and other information from the field.
Progress Monitoring	M & E Unit of DICO should coordinate with DTSI in monitoring the results of the exit and sustainability strategies.

4.6 Customs Valuation System

Rationale	<p>The customs value of the imported goods is the transactional value, which is the price actually paid or payable for the goods when sold for export to Cambodia. The declaration of the customs value of the imported goods on SAD shall be complied with point B of Article 18 of the Law on Customs and Prakas No. 387MEF dated 22 May 2008 on the determination of customs value of imported goods. The customs value is declared in Riel currency (Article 23 of Law on Customs). The method to calculate the customs valuation is simply described in the brochure titled "the Determination of Customs Value" which is available at the GDCE. The decentralization of customs valuation aims at giving more facilitation for import and export through the reduction of time and cost related to customs declaration. Until July 2015, the customs valuation is decentralized to local customs and excise units at the border of Cambodia except Sihanouk Ville port customs and excise branch and Phnom Penh international port. In this regards, for the importation through every customs checkpoints except both ports mentioned above, traders can directly go to those local customs and excise units for the verification of customs value except the importation of some high-risk goods such as used goods, all types of vehicles, telecommunication equipment, petroleum or gaming equipment, which is subject to customs valuation at the headquarters (Department of Planning, Technique and International Affairs). The GDCE has been examining the possibility of expanding decentralization of customs valuation to all local customs around the country in the future.</p> <p>The project was implemented in order that the General Department of Customs and Excise (GDCE) shall have enough tools to ensure effective implementation of the new law on Customs as well as the WTO Valuation Agreement by the deadline set by the WTO in January 2011. One among the many approaches, which is an important solution before and at the time of customs clearance, and is also recommended by the WCO is the setting up of Customs Valuation Support System (CVSS) that the has developed.</p>
Action Steps	<ol style="list-style-type: none"> 1. Conduct feasibility studies and needs assessment to determine the required systems, hardware, and software. 2. Designing the software, data input and testing. 3. Connect to other automated systems such as the ASYCUDA World, Risk Management System, and National Single Window (NSW) Service. 4. Conduct evaluation, feedback, and actual roll out of the System.
Exit Strategies	<ol style="list-style-type: none"> 1. Full roll out of the automated Customs Valuation Support System (CVSS) in the GDCE headquarters and all exit and entry points of Customs. 2. Conduct additional workshops and training to users.
Sustainability Strategies	1. The GDCE must ensure that the automated Customs Valuation Support System (CVSS) is fully connected with the ASYCUDA World, the Risk Management System, and the National Single Window (NSW) Service, including the ASEAN Single Window System.
Progress Monitoring	M & E Unit of the Ministry of Commerce will coordinate with GDCE on the full implementation of the CVSS, including the exit and sustainability strategies.

4.7 Awareness Program on Customs in Cambodia

Rationale	This project intends to set up partnership with Customs stakeholders in order to improve efficiency of customs services and good governance for better competitiveness. Information on all Customs related regulations, operations, and procedures is disseminated to the public thru seminars and workshops.
Action Steps	<ol style="list-style-type: none"> 1. Improvement of mechanism of consultation between customs authorities and the private sector. 2. Compile all Customs laws, regulations, and other pertinent policies on Customs procedures and administration in Cambodia.

	<ol style="list-style-type: none"> 3. Conduct timely dissemination workshops on the various Customs information on regulatory and administrative frameworks. 4. Organize consultation sessions and other appropriate forums to gather inputs for policy making by Customs authorities. 5. Conduct joint programs of cooperation and establish joint programs of capacity building with other donor partners and agencies. 6. Conduct joint programs of capacity building for customs officers and economic operators.
Exit Strategies	<ol style="list-style-type: none"> 1. Complete all dissemination seminars and workshops on Customs regulatory frameworks to traders, business leaders, private sector, customs officers and economic operators. 2. Compile all materials used in conducting dissemination workshops to both the private sector and the Customs officers for future reference.
Sustainability Strategies	<ol style="list-style-type: none"> 1. Continuously compile Customs regulations, policies, etc. for general public. 2. Periodically distribute new policies and procedures for general public's information. 3. Periodically conduct consultation sessions and other appropriate forums to the various stakeholders at the ports, airports, and other exit points.
Progress Monitoring	M & E Unit shall regularly coordinate with GDCE on the implementation of various exit and sustainability strategies.

4.8 Enhancing IP Teaching and Training

Rationale	As a member of WTO, Cambodia has taken a series of specific commitments to protect intellectual property. To this end, a number of IP laws have been adopted. To properly implement and enforce these laws, it will require the development of the capacity to deal with a growing number of registrations, transactions, and enforcement actions. As part of the requirements to fully operationalize the IP protection system, relevant government officials, law enforcement officers, academicians, students, and representatives of the private sector must be informed on the provisions of IP laws and other regulations. In this regard, qualified IP professionals play fundamental roles in disseminating and creating awareness on the IP laws, rules, and other regulations among universities, training institutions, and IP agencies. Rules and regulations, policies and laws on IP must also be translated in Khmer for better understanding.
Action Steps	<ol style="list-style-type: none"> 1. Assess IP training needs throughout Cambodian government agencies and institutions of higher learning and promote coordination among various institutions and agencies in developing IP curricula. 2. Develop and publish IP curricula, IP Manual, and IP training materials in Khmer. 3. Develop a cadre of individuals able to undertake the translation into Khmer of IP text, and so some translations. 4. Conduct seminars on IP among various stakeholders such as representatives of government institutions, agencies, traders, business sector, academe, etc.
Exit Strategies	<ol style="list-style-type: none"> 1. Compile all materials on IP developed for dissemination workshops and other purposes. 2. Print English and Khmer versions of the IP Manual and other IP training materials. 3. Sign MOU with academic institutions in the inclusion of IP in their course programs.
Sustainability Action Steps	<ol style="list-style-type: none"> 1. Printed IP Manuals and IP training materials will be sold to the general public. 2. Conduct additional workshops on IP, using government funds, thru the Trade Training and Research Institute. 3. Coordinate with WIPO on other IP materials that can be published in the MoC website.
Progress Monitoring	M & E Unit will coordinate with DIPR on the progress of implementation of the exit and sustainability strategies.

4.9 Raising Awareness on the Law on Investments

Rationale	Investment procedures and investors servicing are the key issues for promoting investment. In order to do so, the capacity of the officials in charge of the investment matters, as well as working conditions, must be improved. Not only should they be equipped with up-to-date knowledge on the investment laws and regulations of Cambodia, but they should also be able to provide information, guidance, and documentations translated in several languages to potential investors.
Action Steps	<ol style="list-style-type: none"> 1. Improve working quality of PMIS. 2. Build capacity of PMIS officials by conducting seminars and workshops to raise awareness on the Law on Investment and other regulations. 3. Improve investment climate at provincial/municipal level by providing facilities and ongoing

	<p>support to PMIS to improve work conditions.</p> <ol style="list-style-type: none"> 4. Attract more investment through investment promotion, facilitation, and servicing. 5. Conduct study tours to Vietnam, Thailand and China. 6. Improve skills, knowledge, and living standards of local people via employment generation. 7. Provide technical assistance on after care services, service to investors, and client orientation.
Exit Strategies	This Project was closed without completing the line up of activities to be implemented.
Sustainability Strategies	In order to sustain the results that should have been achieved from this Project, CDC/CIB must continue to implement the activities lined up in the proposal and MOU using government funds.
Progress Monitoring	M & E Unit of DICO will coordinate with CDC/CIB on follow-up activities related with the Project.

4.10 Support in Drafting the E-Commerce Law

Rationale	<p>While e-commerce seems synonymous with online shopping, the term also refers to any type of business or commercial transaction that involves the transfer of information over an electronic medium. The trading of goods and services between corporations, electronic data exchange and online banking also huddle up under the e-commerce umbrella. The majority of Asean member states have made significant efforts to strengthen their information, communication and technology (ICT) sectors in order to capitalize on market opportunities and stimulate economic growth. The process began in 1999 with the launching of the e-Asean Initiative, a regional strategy that sought to harmonize an e-commerce legal framework that would be consistent across jurisdictions. For its part, Cambodia needs to develop an enabling environment where e-commerce activities are encouraged and supported. This includes adopting legislation that protects both the consumer and the company. The law needs to address issues such as security, cybercrime, intellectual property rights and privacy and personal data protection. It is crucial that Cambodia develops a well-regulated system that provides legal certainty to consumers and businesses. While a draft e-commerce law has been drifting around since 2003 and is now at the Council of Ministers for review, preliminary activities are being carried out including raising awareness among key stakeholders and studying international legal models. Indeed, Cambodia's e-commerce sector does find itself in something of a 'chicken and egg' situation when it comes to legislation – a circumstance that is undoubtedly holding the industry back. One key area where e-commerce can forge ahead, however, is on social media, which is crucial in driving traffic to websites.</p>
Action Steps	<p>In order to improve the knowledge and understanding on E-Commerce among key officials of the Ministry of Commerce and other line ministries who are involved in drafting the E-Commerce law, the following actions were undertaken:</p> <ol style="list-style-type: none"> 1. Review the draft law on E-Commerce with local lawyers and officials involved in business law drafting. 2. Improve the existing Khmer translation of the E-Commerce draft law. 3. Organize stakeholder consultative meetings for the public and private sector on the current status of the draft in order to obtain feedbacks, comments, and suggestions. 4. Contact E-Commerce implementing bodies in other ASEAN countries to obtain best practices and lessons learned on the law drafting thru study tours and cross-referencing studies.
Exit Strategies	<ol style="list-style-type: none"> 1. MOC's Department of Legal Affairs must make constant follow-up with the Council of Ministers on the progress of the draft E-Commerce Law. 2. Constant dialogues with officials from the Ministry of Post and Telecommunications and the National Bank of Cambodia must be conducted in order that E-Commerce law will be properly implemented once adopted.
Sustainability Strategies	<ol style="list-style-type: none"> 1. The Department of Legal Affairs of MOC must coordinate with other ASEAN Community members on the implementation of E-Commerce and ensure that harmonized rules are applied in Cambodia. 2. MOC should conduct awareness workshops for companies that will be engaged in E-commerce in the country.
Progress Monitoring	M & E Unit of DICO will monitor the progress of the E-Commerce law adoption and other activities that will be carried out after the law has been implemented.

4.11 Strengthening Institutional Risk Management Capacities in Camcontrol

Rationale	Program activities of the Camcontrol Directorate General are currently not based on a risk management approach. For some of its activities such as inspection of imported goods, a risk management approach must be adopted to ensure compliance with Cambodia's obligations as a member of the World Trade Organization.
Action Steps	<ol style="list-style-type: none"> 1. Strengthening the risk management capabilities of Camcontrol Directorate General will need tackling three layers: (a) enabling environment, by using the risk management (RM) processes throughout Camcontrol DG and not limiting those to the RM unit; (b) provide the necessary hardware for the RM unit to be efficient and effective; and (c) address the most dire hard skill needs of the RM unit staff such as English language. 2. The need for development of CCDG's management structure and processes to enable the implementation of a risk based approach has been identified as a priority. 3. Limited English language capability of the designated CCDG staff has also been identified as a major impediment to the work of the RMU, which must necessarily draw upon the extensive body of relevant information that is available via the internet and through other channels if it is to be effective. 4. Upon project closing a revised organizational structure for the Risk Management Unit has been adopted, including the adoption of a Risk Management System that are running consistently with Customs' risk management procedures.
Exit Strategies	<ol style="list-style-type: none"> 1. As the project closed, Camcontrol management must ensure that proper annual operational planning, together with performance reporting, are systematically and effectively implemented, and sustained within the organization. 2. In order for the RMU officers and staff to carry out their functions effectively, they must have full access to all information related to the conduct of risk analysis. 3. The Camcontrol DG must support the Risk Management Unit to effectively perform its function by continuously providing logistical support, including human, financial and physical resources.
Sustainability Strategies	<ol style="list-style-type: none"> 1. An automated Risk Management System must be adopted in order to sustain existing operation of the Risk Management Unit of Camcontrol. 2. Information from counterpart agencies in other countries must be sustainably obtained by Camcontrol to effectively carry out its function. MOUs must be signed and agreed upon by MOC management and the counterpart agencies in the other countries in ASEAN and other regional blocs. 3. Camcontrol management must continue improving and strengthening its management structures and processes, specifically in sustaining an effective operational planning process and proper performance reporting to enhance accountability of managers and maintain transparency to stakeholders. 4. Camcontrol management must ensure that English and computer skills are sustainably enhanced among the RMU officers and staff by providing additional training courses that are tailored to the needs of the individuals and to the nature of work at RMU.
Progress Monitoring	The M & E Unit of DICO must coordinate with the Risk Management Unit of Camcontrol in effectively carrying out the exit and sustainability strategies.

4.12 Reviewing of Commercial Laws

Rationale	For almost two decades, Cambodia has been actively engaged in putting in place the legal instruments needed to produce a modern, transparent, predictable, and business friendly legal environment that will both facilitate Cambodia's integration into the world economy and allow Cambodia to take full advantage of that integration. Cambodia's accession to WTO provided an important impetus to this effort. As part of the accession process, Cambodia brought many of its trade laws into compliance with WTO requirements. As a condition of accession, Cambodia has undertaken formal commitments to bring the remainder of its trade law into WTO compliance. At the same time, it identified a number of areas in which laws are not required by WTO, but where laws nonetheless needed to be put in place if Cambodia was to benefit fully from WTO membership. For this project, the following activities were planned to be carried out: (a) ascertain the degree of compliance in the coverage of existing legal texts; (b) identify any areas in which existing legal texts appear likely to fall significantly short of what will be needed in Cambodia during the next decade, or where they depart significantly from best international practice; and (c) record the state of play as regards the implementation of existing laws.
Action Steps	This project required the detailed examination by international and Cambodian legal experts of existing laws and regulations, through consultation by these experts with Cambodian government

	officials and the private sector representatives. The following action steps were identified: 1. Planning the survey and drawing up a work program. 2. Consulting with the business community and government entities on the work plan for the survey. 3. Conducting the survey. 4. Reviewing the survey. 5. Drawing up a final inventory of possible actions. 6. Cambodian officials draw up new legislative work plan.
Exit Strategies	Since the new legislative work plan on trade and commercial laws were already completed, the project decided to review two other relevant laws: (a) Trade Remedies Law; and (b) Laws on Anti-Dumping and Safeguards. However, the DNLC management decided to drop the project since major developments have been carried out using Government funds.
Sustainability Strategies	MoC management should continue its reform process with the review of the various laws on commerce, business, and trading as part of its top priority.
Progress Monitoring	M & E Unit need to follow-up on the progress of review undertaken by legal experts on various laws affecting commerce, trading, and business.

4.13 Strengthening MOC Core HR Functions

Rationale	Numerous capacity assessments were conducted about MOC in the past years have observed skills and knowledge gaps among departmental staff. Numerous departments are understaffed and under equipped, leading to non-achievements of key objectives set by the MOC among its human resources. Some of MoC staff remain unclear on their specific obligations for the positions they occupy. The number of officials and their relevant skills and knowledge in personnel management cannot effectively respond to the objectives and roles assigned to the department. This project was implemented in order to ensure that MoC's core HR functions are strengthened in accordance with the provision and recommendations of key government strategies and the Trade SWAp Pillar 3 Roadmap.
Action Steps	The project was implemented in order to take the following actions: 1. Ensure that MoC's departments are complying faster and more effectively to government-led Public Administration reform through strengthened DoP. 2. MoC's departments are equipped with better trained personnel. 3. Provincial Departments of Commerce are integrated into MoC's annual training plan. 4. Increased match between department staff needs and offer. 5. Improved career development and skills development for MoC's officials.
Exit Strategies	1. The Department of Personnel Affairs of MoC must ensure that the Capacity Building Plan is implemented with the assistance of TTRI. 2. MoC must ensure that some portions of the government's budget are allocated with training on personnel matters and other capacity enhancement activities.
Sustainability Action Steps	1. Continuous orientation sessions among newly recruited staff must be conducted at least twice a year by the Department of Personnel Affairs. 2. MoC must again conduct training needs assessments among newly created departments in order to design and new course programs for staff development.
Progress Monitoring	M & E Unit of DICO must ensure that exit and sustainability strategies are implemented by MoC and the Department of Personnel Affairs.

4.14 Value Chain Information Unit

Rationale	A major challenge of Cambodia's future economic development is to diversify and upgrade its export base beyond the current breadwinners, garments and tourism. In recent years, much research has been undertaken to identify the main constraints of Cambodia's competitiveness and possible ways to resolve them. However, the analysis is typically donor-driven and often undertaken with no or very limited involvement of government institutions. This is partly due to the fact that in Cambodia there is no systematic trade-related research by government institutions, because they lack the resources and knowledge to undertake trade research such as the conduct of Value Chain Analysis. This project intended to continue the capacity building that have started in 2009 among the Value Chain Unit staff of the Trade Promotions Department (now the Department of Market Development under the General Department of Trade Promotion) and to qualify both existing staff and future staff to conduct their tasks regarding product and service sector research and preparing strategic planning and formulating export strategies.
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Action Steps	To continue and to strengthen the work of the Value Chain Unit of the Trade Promotions Department (now upgraded into the General Department of Trade Promotion), the following actions were undertaken: <ol style="list-style-type: none"> 1. Capacity building on how to conduct market and value chain analysis; 2. Research and analysis on the 19 priority sectors; and 3. Dissemination of trade information.
Exit Strategies	<ol style="list-style-type: none"> 1. The General Department of Trade Promotion should coordinate with TTRI in the continuation of the various Value Chain Analysis that was programmed by the Value Chain Unit to undertake. 2. The General Department of Trade Promotion and the Trade Training and Research Institute must conduct additional training on Value Chain Analysis, as well as other types of trade research.
Sustainability Strategies	<ol style="list-style-type: none"> 1. MOC should coordinate with other donor partners in funding additional Value Chain studies to be conducted by TTRI for better informed policy making. 2. MOC should seek additional funding from the government in the continuing effort of conducting trade research for policy development, as well as in conducting training for other types of research.
Progress Monitoring	M & E Unit should coordinate with the General Department of Trade Promotions and TTRI on the additional steps to undertake Value Chain Analysis and other types of trade research.

4.15 Development of Trade Curriculum at the Royal School of Administration

Rationale	This Project intended to develop trade training courses for officials of the MoC and other agencies involved in trade, as well as develop the skills of the Royal School of Administration to set up a team of trainers, create and deliver a sustainable and permanent training in the field of trade and to deliver on the long view highly specialized training to officials involved in these cases.
Action Steps	In developing the capacities of individuals in both management and supervisory positions of RGC departments, the following action steps were undertaken for this Project: <ol style="list-style-type: none"> 1. Participation in the elaboration of concept note on trade curriculum building and teaching by fine tuning needs, population analysis, review existing curricula and devise potential partnership. 2. Produce a curriculum sketch with individual module objectives, target population, and credits. 3. Development of course catalogue or package. 4. Capacity development for RSA staff and MoC officials. 5. Inter-ministerial back-up by raising awareness on program in line ministries.
Exit Strategies	Since the Project has developed only trade curriculum and materials for training, without conducting the actual training programs, the following sets of exit strategies will have to be made: <ol style="list-style-type: none"> 1. Transfer all training modules on trade to TTRI for implementation. 2. Ensure that enough funds from TDSP has been allocated to implement the actual training on the trade modules developed for RSA.
Sustainability Action Steps	<ol style="list-style-type: none"> 1. MoC should request government budget for the other training programs on trade that cannot be funded from TDSP. 2. MoC should ensure that additional training on trade, that were not captured by those modules developed for RSA, be undertaken with the assistance of donor partners.
Progress Monitoring	The M & E Unit of DICO should follow up with RSA and TTRI on the actual handover of Trade Curriculum and Modules for implementation.

4.16 ICT Master Plan Implementation

Rationale	The Project is currently being implemented by MoC in order that the staff members of the ministry will have greater access to ICT in their daily tasks, and be able to conduct their duties with more confidence and do so more effectively. Direct outcomes will include increased use of computers for general office tasks and specifically where Certificate of Origin processing is to be streamlined. Moreover, with a standard ICT platform established, further IT initiatives of the MoC will be able to commence without need to purchase of servers or central operations or significant additional software.
Action Steps	In order to provide MoC with modern, sustainable information systems and technology infrastructure, including the coordinated services for the improvement of information access, and to support the gradual automation of manual tasks for improvement in service delivery, the

	<p>following action steps are currently being undertaken:</p> <ol style="list-style-type: none"> 1. Infrastructure - implementation of a modern, effective and scalable information, communication, and technology infrastructure that will ensure the security, reliability, availability and recovery of the MOC's information systems. 2. Applications – The development and launching of integrated core IT services, Trade Information Website, and streamlining of Certificate of Origin processing through increased use of IT. 3. Management and Support – The establishment of a Systems Management and Support Unit (SMSU) to support the deployment and provide maintenance for all of the MoC's ICT initiatives. 4. Sustainability – The provision of computer training to all members of the staff in the alignment with the automation of manual tasks, and the introduction of cost recovery mechanisms to fund future and maintain present ICT investment. 5. Quality – The establishment of policies and guidelines related to the development and use of ICT systems to ensure quality delivery and management.
Exit Strategies	<ol style="list-style-type: none"> 1. Before closure of the Project, MOC management should study the possibility of creating a distinct department in charge of ICT to ensure that project activities carried out are sustained after project completion. 2. A restructuring study must be undertaken on all aspects of ICT work that are being carried out by other departments such as the Department of Trade Statistics and Information (DTSI), in order that these work activities are handed-over to the soon to be established Department of ICT.
Sustainability Action Steps	<ol style="list-style-type: none"> 1. MoC should seek assistance from the Government to finance the operation of the soon to be established Department of ICT, specifically budget on renovation of existing facilities, procurement of equipment, hiring of officers and staff, development of new systems and design, and conducting additional training on ICT matters. 2. The soon to be created Department of ICT should continue coordinating with other departments in the implementation of their automated systems such as the Certificate of Origin processing system; the Business Registration System; and the Trademarks Registration System. 3. MOC should coordinate with other donors in funding other computerization and automation initiative such as the National Single Window Service Systems to be aligned with ASEAN National Single Window Service Systems.
Progress Monitoring	M & E Unit should work closely with the ICT team in the implementation of the exit and sustainability strategies.

4.17 GDCE Capacity Enhancement Program

Rationale	GDCE has made significant progress in its reform and modernization efforts in recent years. The most striking evidence of progress is the radically reduced import clearance times achieved at the key border management locations although significant progress has also been achieved in other areas, including risk management, post clearance audit, and the establishment of effective consultative mechanisms with the private sector. This project has been undertaken by GDCE in order to build on the progress achieved to date and has assisted GDCE to adopt practices in line with international standards and modern good practice. It is expected that the project will make meaningful contribution to increase the efficiency, effectiveness, and transparency of GDCE's operation.
Action Steps	<ol style="list-style-type: none"> 1. Preparation for the development and implementation of a National Intelligence System. 2. Preparation of a Strategic Plan and Business Case for Customs Marine Enforcement. 3. Outreach and Training for Free Zone Operators, Investors, and Customs Officials. 4. Improving the compilation of Trade Statistics. 5. Training and Staff Development. 6. Preparation of a Business Plan for the Inspection of Petroleum Products; and 7. Development of a sound regulatory regime for Excise.
Exit Strategies	<ol style="list-style-type: none"> 1. GDCE should compile and publish all studies and systems undertaken for the Project. 2. GDCE should ensure that the materials produced by the Project will be utilized in preparing for sound and effective Customs and trade policies and procedures.
Sustainability Strategies	<ol style="list-style-type: none"> 1. Since the studies and other products produced by this Project will be very useful in Customs operation, additional funding from the Government and donor partners must be sought to implement the reforms proposed, including the automation of various procedures and processes.

	2. GDCE should further streamline and upgrade its operation using the best practice principles proposed by experts for this Project.
Progress Monitoring	M & E Unit must ensure that the exit and sustainability strategies implementation are coordinated with GDCE from time to time.

4.18 Implementing Agency Capacity Enhancement Program

Rationale	This project has been proposed in order to ensure that a smooth, quality, and transparent TDSP project implementation are undertaken by enhancing the skills, knowledge, and attitudes of officials from MoC and line ministries engaged in TDSP implementation.
Action Steps	<ol style="list-style-type: none"> 1. Conduct initial inventories and assessment completed. 2. Framework developed. 3. Training deployed. 4. Evaluation carried out and extension plan designed.
Exit Strategies	<p>Since this project was able to complete only the initial training needs assessment of officers and staff of MOC and other allied line ministries, the following exit strategies are proposed:</p> <ol style="list-style-type: none"> 1. TTRI to coordinate with RSA on the uncompleted tasks of the project and undertake those training activities that are necessary to improve the project implementation skills of officials and staff running development projects. 2. TTRI should utilize existing consultants and advisers of DICO and other agencies in conducting training on project management, financial management, procurement management, monitoring and evaluation, and other training programs.
Sustainability Strategies	TTRI should ensure that training programs on project management, financial management, procurement management, and M & E are built-in to the line-up of programs of the Institute.
Progress Monitoring	M & E Unit of DICO should coordinate with TTRI and RSA on the implementation of exit and sustainability strategies.

4.19 Development of Completed National Standards of Rice and Capacity Conformity Assessment Body

Rationale	As part of Cambodia's economic development policy to turn rice into a major "rice-with gold" exporting country in the international market, the Institute of Standards of Cambodia has been tasked to develop national standards for rice. ISC need to coordinate with the private sector to develop voluntary standards in the rice sector to enforce those standards in the rice market, to conduct conformity assessment, and to create greater awareness for implementing rice standards.
Action Steps	<ol style="list-style-type: none"> 1. Complete the drafts of 11 standards for rice, one standard for packaging material, 3 guidelines and 3 codes of good practices for Cambodian rice products. 2. Extend the scope of conformity assessment for rice and strengthen the capacity of the national conformity assessment body. 3. Promote and disseminate the information on rice standards and its conformance through developing information booklets, leaflets and conducting awareness program.
Exit Strategies	ISC must ensure that the 11 standards for rice and other standards, guidelines and codes of good practices are published and disseminated to various stakeholders.
Sustainability Strategies	ISC needs to coordinate with donor partners in ensuring that a conformity assessment body is on board and assisting Cambodia on various requirements for rice export.
Progress Monitoring	M & E should coordinate with ISC on the implementation of exit and sustainability strategies.

4.20 Better Quality and Safety of Fish and Fishery Products

Rationale	This project intends to enhance Cambodia's fish trade development through improving capacity of those engaged in post-harvest fisheries for better quality and value of fish and fishery products and increasing access to domestic and international markets.
Action Steps	<ol style="list-style-type: none"> 1. Improve fish trade development through improved fish and fishery products for better quality and safety assurance. 2. Provide technical guidance and training to various stakeholders engaged in fish production and trading. 3. Further improve the livelihood of fisheries stakeholders by enhancing their capacity to more effectively use fish after capture through better fish processing, handling, storage, transportation, and trade. 4. Realization of better quality and safety of fish and fishery products in domestic markets and increased access to better exporting markets.
Exit Strategies	1. DFPTQ/FiA must ensure that all laboratory equipment purchase from TDSP funds are

	properly installed and being used for project purpose. 2. Training must be conducted among FiA officers and staff in using the newly acquired laboratory equipment.
Sustainability Action Steps	DFPTQ/FiA must coordinate with other donor partners in ensuring that activities that were not completed under the project are continued thru additional technical assistance and funding for capacity building.
Progress Monitoring	M & E Unit of DICO must follow up with FiA in the implementation of the exit and sustainability strategies.

4.21 Strategic Proposal for the Support of the ASYCUDA World System

Rationale	This Project is a continuation of the project initiatives from the Trade Facilitation and Competitiveness Project, wherein additional financing was sought from TDSP to ensure the successful completion and operation of ASYCUDA World System. This support project will maintain and further enhance the momentum already established and will build on the gains in operational effectiveness already achieved.
Action Steps	<ol style="list-style-type: none"> 1. Support the most successful and cost effective elements of the existing arrangements financed under TFCP in order to ensure continuity, sustainability, and enhancement of the already deployed automated system of ASYCUDA World +++. 2. Finance the progressive improvement in AWS functionality and platform established by securing ongoing support and maintenance from the AW Systems provider and developer, UNCTAD. 3. Upgrade the AW software being used in Cambodia to the latest release of the AWS software and further improve the capacity for the NPT to develop staff competence and ensure system reliability and resilience.
Exit Strategies	<ol style="list-style-type: none"> 1. Once the project is completed, the ASYCUDA World System must be integrated to the soon to be completed National Single Window, wherein all GDCE automated systems such as Risk Management, Customs Valuation are connected with NSW. 2. GDCE must ensure that funds from the Government are available to continue the operation of AWS, specifically on maintaining the software, hardware, and the provision of 24/7 internet service to run the system.
Sustainability Strategies	GDCE should coordinate with donor partners on additional requirements of ASYCUDA World System to sustain its operation.
Progress Monitoring	M & E Unit of DICO must coordinate with GDCE on the exit and sustainability strategies implementation.

4.22 Support to the Govt.-Private Sector Forum

Rationale	After eight years of assisting the private sector in coordinating and advocating their views vis-à-vis the RGC, the International Finance Corporation (IFC) has withdrawn its support on December 31, 2010. The secretariat role has been handed over to Lead Business Membership Organization (BMO) under the umbrella of Cambodia Chamber of Commerce. The sustainability strategy relies on business associations to take over the secretariat role of the working groups from IFC. Under this framework, each Working Group is supported by a leading sectoral business association, and the Cambodia Chamber of Commerce is responsible for coordinating between the 9 Working Groups Secretariat. As of June 2012, six lead associations are providing secretariat services to the respective Working Groups and the Cambodia Chamber of Commerce coordinates these WB secretariats as well as providing backstopping for the remaining Working Groups. This Project has been undertaken to further improve business environment through enhancement of public and private sector dialogue and to increase the effectiveness of the BMOs in providing evidenced-based input into the policy and law-making process.
Action Steps	<ol style="list-style-type: none"> 1. Capacity of BMOs participating in the Government-Private Sector Forum is strengthened. 2. Studies on the identified technical issues are carried out and reviewed. 3. Results of dialogues, surveys, and studies are fed into the Trade SWAp Pillars to contribute to the ongoing updating activities.
Exit Strategies	The Chamber of Commerce of Cambodia should ensure that all project activities related to GPSF are continued using funds from CCC and from BMOs.
Sustainability Strategies	<ol style="list-style-type: none"> 1. CCC and BMO should continue to come up with a mechanism to financially sustain the operation for GPSF by imposing additional contributions and by implementing non-traditional sources of funding. 2. Coordinate with prospective donor partners that will finance additional requirements of GPSF.

Progress Monitoring	M & E Unit of DICO must coordinate with CCC on the implementation of exit and sustainability strategies.
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4.23 Development of a Stronger National IP System

Rationale	Qualified professionals in the field of IP play a fundamental role in ensuring and enhancing the protection of intellectual property rights. IP office, enforcement bodies and the private sector are the main stakeholders to guarantee IP protection. Unfortunately, these three groups of players do not have adequate expertise to fulfill their crucial role to ensure protection and enforcement of IPRs in Cambodia. Currently, the entire work carried out by the D/IPR is performed semi-automatically and this entails substantial delays, risk of errors, difficulties in tracking files, lack of transparency for IPR holders, etc. Moreover, SME representatives are not aware of the importance of IP issues as a tool to enhance and strengthen their business both in Cambodia and abroad due to the lack of IP valuation mechanism and public awareness such as IP promotion campaign.
Action Steps	<ol style="list-style-type: none"> 1. Modernize the IP administration system through the provision of the indispensable IT tools to effectively perform their job at the D/IPR. 2. Enhancing the capacity and provide working tools to all stakeholders involved in the enforcement of IPRs. 3. Create a dynamic Khmer/English website for disseminating IP relevant information, providing access to IP materials and offering public access to trademark information and gradually becoming online application in the future, plus a brochure with a view to enhance the awareness of the public on IP and its importance. 4. Establish a support unit for local SMEs interested in protecting their IPRs in Cambodia and abroad. 5. Translation of leaflets and publications of trademark manual.
Exit Strategies	<ol style="list-style-type: none"> 1. When the project closed, MoC management must ensure that enough human resources and budget are provided to continue implementation the various initiatives of this project, including the automation of Trademark Registration System. 2. Awareness program activities must be carried out before project closes.
Sustainability Strategies	IPR must enforce equitable fees for the use of SME Help Desk and for the registration of Trademarks in order to sustain their daily operation.
Progress Monitoring	M & E Unit of DICO must coordinate with DIPR on the strict implementation of exit and sustainability strategies.

4.24 Automation of Phyto-Sanitary Certificates

Rationale	The presentation of a Phyto-sanitary certificate is a mandatory requirement for import of certain goods and therefore must be obtained prior to export as to allow import at the country of destination. The time and cost involved in obtaining a Phyto-Sanitary Certificate usually have impact on trade efficiencies of the exporting country. This project is currently being implemented in order to significantly ease, improve access and reduce the time and cost of exporters to obtain Phytosanitary Certificates in Cambodia by automating its process.
Action Steps	<ol style="list-style-type: none"> 1. New decentralized processing facilities in place for 5 regional plant quarantine office for issue of Phytosanitary certificates. 2. Fully automated processes for Phytosanitary Certificates Processing System. 3. Introduction of new legal and procedural provisions to complement automation and reform outputs. 4. Introduction of information tools and procedures for information sharing. 5. Delivery of reports on organizational and financial sustainability.
Exit Strategies	<ol style="list-style-type: none"> 1. The automated system of processing Phytosanitary Certificate must be fully implemented at GDA. 2. Awareness and dissemination workshops must be undertaken in order to provide information on the use of the new automated system on SPS Certificate. 3. Document the procedures in SPS Certificate automation process by printing the procedural manual for distribution to various stakeholders.
Sustainability Strategies	GDA/MAFF must ensure that enough budget is allocated from Government funds to sustain the operation in the processing of an automated Phytosanitary Certificate.
Progress Monitoring	M & E Unit must conduct follow up discussions with GDA/MAFF on the exit and sustainability plans and strategies.

4.25 Trade Training and Research Institute

Rationale	The Ministry of Commerce has put the development of its human and institutional capacities to the core of its strategy, as it considers human resources development as an essential tool in providing accurate, timely, and reliable services to public and private sector stakeholders. This Project intends to provide the second stage of the development of a dedicated trade training and research institute led by the Ministry of Commerce, using all the national and international resources at its disposal, with Pillar 3 Roadmap strategic outcomes and building blocks as objectives to meet. Depending on the results achieved with the implementation of the project, the Ministry of Commerce could be in a position by its completion to move to the establishing a full-fledged Trade Training and Research Institute.
Action Steps	<ol style="list-style-type: none"> 1. MoC is equipped with a single dedicated department for its trade-related training and research needs by March 2015. 2. MoC staff performance at department and provincial levels increases by conducting various training programs depending on the results of Training Needs Assessments. 3. Policymakers benefit from trade policy data and studies produced internally . 4. MOC and other related agencies are able to introduce at least once new policy every year.
Exit Strategies	After the project closed, TTRI must be able to have a compilation of all training modules, materials, and other research programs.
Sustainability Strategies	<ol style="list-style-type: none"> 1. TTRI must come up with a cost-recovery mechanism in its operation, specifically in charging equitable fees for training, and research documents completed. 2. TTRI must continue working with existing partners in conducting training and research. 3. TTRI must continue searching for some endowment funds from universities and research institution to finance the operation of TTRI. 4. TTRI must continue to establish partnership arrangements with universities, training institutions, and research organizations.
Progress Monitoring	M & E Unit of DICO must ensure that exit and sustainability strategies of TTRI are implemented.

4.26 Support to ACF and Dispute Resolution in Cambodia

Rationale	This Project will try to strengthen export competitiveness and improve labor market governance for private sector and socio-economic development by enhancing the extent to which a well-functioning labor arbitration system builds confidence of investors, economic partners and industrial relations stakeholders that disputes will be resolved effectively and fairly.
Action Steps	<ol style="list-style-type: none"> 1. Contribute to export competitiveness and private sector development in which compliance with Cambodian labor laws and core labor standards is enhance. 2. Contribute to productive and stable, industrial relations system in which investors, trade partners, and industrial relations stakeholders have confidence in Arbitration Council's responsive services. 3. Ensure that percentage of labor dispute cases successfully and lawfully resolved via Arbitration Council (AC) mediated agreements and decisions upholding laws and standards. 4. Average number of working days for processing and resolution of labor dispute cases by AC are reduced.
Exit Strategies	After completion of the project under TDSP funding, ACF must continue resolving cases and disputes using their own funds.
Sustainability Strategies	ACF must review the existing fees being charged to the various cases in order to sustain their operation.
Progress Monitoring	M & E Unit will coordinate with ACF in implementing exit and sustainability strategies.

4.27 Strengthening the Operational Capacity of NCAC

Rationale	This Project is being implemented in order to equip NCAC with adequate human resources and build the solid foundation to provide overtime arbitration and mediation services to business in Cambodia as a way to facilitate the voluntary settlement of disputes in an impartial and independent manner and that it can deliver its services at high quality levels, without undue interference by the courts and others, with appropriate enforcement of its awards at a cost-effective rate and most expeditious way possible.
Action Steps	<ol style="list-style-type: none"> 1. NCAC receives and processes commercial arbitration cases with strengthened General

	<p>Secretariat supported by adequate human resources and management tools.</p> <p>2. NCAC became visible among business leaders and other stakeholders and has stimulated demand for its services.</p> <p>3. Capacity of judicial officials and lawyers are improved to effectively support resolution of commercial disputes through arbitration process.</p> <p>4. Government officials and policy makers are made aware of the support services extended by NCAC.</p>
Exit Strategies	After completion of the project, NCAC should continue operating on its own in receiving and processing commercial arbitration cases.
Sustainability Action Steps	NCAC should review its fee structure in most cost-effective manner in order that their daily operation are not disrupted.
Progress Monitoring	M & E Unit will coordinate with NCAC in the implementation of exit and sustainability strategies.

5. Exit and Sustainability Plans

5.1 Exit Strategy Action Plan (January to August 2016)

Exit strategy

The continuity of the DICO functioning as the National Implementation Unit after the end of the TDSP would depend on how the project prepares and monitors its exit plan with an effective handover of tasks, transfer of institutional memory and identification of responsibilities management and financial resources.

Below are the Exit Strategies in each of the area proposed for DICO:

Areas	Outputs	Objectives	Corresponding Steps/ Indicative Activities	Responsible Parties	Due Date
Human Resources	Output 1: DICO Institutional Capacity Building	DICO has enough human resources to perform NIU functions and Trade SWAp coordination.	<p>Number of staff positions increased.</p> <p>Job descriptions created/adopted for each position.</p> <p>Full mapping of organizational functions completed.</p> <p>Job design completed.</p>	DICO Director and Secretary of State of MOC supervising DICO	March 2016
		DICO is fully functioning with lesser assistance from consultants and advisers.	<p>Existing consultants at DICO conducts transfer of technology activities and other training to officers and staff.</p> <p>Officers and staff at DICO are given on the job training by consultants and advisers and gradually absorb their advisory functions and responsibilities.</p>	DICO Director and Consultants (International and National)	April 2016
		DICO's organizational structure aligned with new functions and needs.	<p>The new organizational structure for DICO is proposed and approved.</p> <p>All positions at DICO is filled up.</p>	DICO Director and Secretary of State of MoC supervising DICO	April 2016
Budget	Output 2:	DICO able to	List of Trade SWAp, IC,	DICO Director and	March

Areas	Outputs	Objectives	Corresponding Steps/ Indicative Activities	Responsible Parties	Due Date
	Financial Operation of DICO to support daily activities and in conducting IC, SSC and other meetings.	operate, organize, and support daily activities of the NIU, including the holding of IC, SSC, and other meetings.	SSC and other meetings is updated yearly. Budget for daily operation of DICO and all meetings of IC, SSC, and Trade SWAp is requested from MoC budget. NIU prepares all documentations for meetings and workshops organized for IC, SSC, and the Trade SWAp including agenda, invitation, speeches, presentations, minutes, press releases, etc.	Secretary of State of MoC supervising DICO	2016
Fiduciary Arrangement & Management	Output 3: Harmonization of financial and procurement management policies and procedures.	DICO adopts the harmonized financial and procurement management procedures and other SOPs of the Government and the donor partners (WB/ADB, etc).	Finance and Procurement Officers and staff receive additional training from MEF, WB, ADB, EU, and other donor partners. DICO Finance and Procurement Units are using the harmonized procedures and policies of MEF and donor partners on financial management and procurement. Financial and procurement reports are regularly submitted to MEF and donor partners using the prescribed formats.	Chief of Finance, Chief of Procurement Unit, DICO Director and Secretary of State of MoC supervising DICO	March 2016
Programming	Output 4: Constant monitoring, evaluation, and closing of projects.	DICO's M & E Unit conducts regular monitoring and evaluation, including the closing of projects.	M & E Unit constantly conduct monitoring and evaluation of all projects. M & E Unit, with the assistance from Finance and Procurement Unit, prepare project completion report. DICO, with the help of an international consultant, prepare TDSP Implementation Completion and Results Report.	Chief of M & E Unit, Deputy Directors, DICO Director	August 2016
	Output 5: Support in Preparing Project Proposals for funding.	DICO prepares project proposals to various development	DICO conducts mapping of the technical assistance requirements of MOC and other ministries supporting trade.	DICO Director, Secretary of State supporting DICO and the Senior Minister of MOC.	April 2016

Areas	Outputs	Objectives	Corresponding Steps/ Indicative Activities	Responsible Parties	Due Date
		partners for possible funding.	DICO hires consultants/advisers to prepare project technical concept notes and proposals. MOC submits proposals to donor partners.		
	Output 6: Share Success Stories on TDSP	MOC makes annual provision for sharing TDSP's success stories and participate in regional and other conferences to share experiences on TDSP and lessons learned.	MoC secures budget for high level meetings and participation in Aid-for-Trade related events and conferences. MoC secures budget to welcome foreign delegations coming to Cambodia to study the country's Aid-for-Trade experiences. MoC secures budget to welcome donor partners for holding initial talks and negotiations for preparatory technical assistance on trade.	DICO Director, Secretary of State supporting DICO and the Senior Minister of MOC.	May 2016
Communications and M & E	Output 7: Audit, monitoring, and evaluation, and communication activities are carried out efficiently and effectively.	DICO has the ability to regularly monitor, evaluate, audit, and communicate results of on-going and completed projects.	M & E and Communications Units are fully functional units within DICO. The Communications Unit is able to regularly publish Trade SWAp Newsletter, and other publications. Press releases are regularly published in the newspaper and MOC website. Operational and Management Audits are regularly conducted. M & E activities are regularly conducted, including the preparation of lessons learned and success stories.	M & E Unit Chief, Communications Unit Chief, Deputy Directors of DICO, and DICO Director	May 2016

5.2 Sustainability Action Plan

Beyond the current TDSP engagement, the need for additional technical assistance cannot be over-emphasized. As such, the Royal Government of Cambodia, thru the Ministry of Commerce, will have to coordinate with donor partners and other agencies to undertake more work after the end of TDSP, specifically on the following:

- Commence the start-up operation of the National Single Window that will be linked with the ASEAN Single Window, specifically in implementing border controls;
- Link-up the ASYCUDA World System with the other automated systems at the Ministry of Commerce (i.e. Certificate of Origin System; Business Registration System; Trademark Registration System), at the General Department of Agriculture/MAFF (i.e. SPS Certificate issuance), at the Tax Department (tax payments) and other automated border control systems based on a single master document and on direct trader access.
- Continue the work undertaken at CAMCONTROL as a risk management unit and for its role in controlling food safety, both domestically and internationally.
- Continue the remaining work at the Trade Training and Research Institute, specifically in conducting distance learning on trade and in ensuring skills are transferred thru classroom training. More research on trade must also be conducted.
- The Ministry of Commerce should lead in the drafting and in implementing “Electronic Payment” Law as well as other laws pertaining to trade.
- All other projects and activities that MoC management would consider as necessary and on top of the priority as listed in the Medium-Term Plan 2016-2020.

Below are some of the Sustainability Action Plan for the remaining days of TDSP:

Plan Component	Action Steps	Responsible Parties	Timeline
Strategic Planning	<ul style="list-style-type: none"> • MOC management, in coordination with other ministries working on the trade sector, should clarify the country’s vision for the next five years (2016-2020). • MOC should organize an inter-ministerial committee to guide in the planning process for sustainability. • Technical discussion must be conducted among various implementing agencies on the projects that must be continued, why those projects are needed, what are the benefits of those projects, who will benefit from the project, the best organization to undertake it, etc. • Identify and talk with existing and other donor partners who might share common or similar vision/mission to undertake and finance the program. 	DICO Director, Secretary of State of MOC	January- March 2016
Develop Goals and Objectives for the Next Programs/Projects	<ul style="list-style-type: none"> • MoC management must be able to identify goals and objectives for the next program or projects. • The Technical Working Group created to develop medium-term plan and sustainability plans must be able to determine what are the areas that must be sustained. • Develop a logic model or results framework to clarify sustainability goals, create specific program objectives, and identify measures to track progress and outcomes.? 	Technical Team of DICO, DICO Director, Secretary of State of MOC	January- March 2016
Conduct Research and Identify Potential Stakeholders	<ul style="list-style-type: none"> • Build collaboration with various institutions and agencies interested in preparing project proposals. • Chose the implementing agencies’ desired sustainability strategies and methods. • Identify priorities such as trade sector community engagement, strategic communications, leadership development, logistical support, capacity building, governance and management, etc. • Solicit ideas from other agencies, schools, and the trade/business communities who might share interests 	Technical Team of DICO, DICO Director, Secretary of State of MOC	March-April 2016

Plan Component	Action Steps	Responsible Parties	Timeline
	<p>with the trade program.</p> <ul style="list-style-type: none"> • Talk to local businesses about how future programs on trade can benefit their interests. 		
Initiate Relationships with Potential Stakeholders	<ul style="list-style-type: none"> • Schedule business community/partner meetings. • Select team of helpful community members, agency representatives, and business people to act as advisory committee. • Formulate meeting agenda. • Prepare invitations and ask folks who recommended individuals for your committee to invite them personally. • Prepare written materials for participants outlining the program’s purpose and vision. • Language should match community interests garnered from earlier research and interviews with community members. • Develop action steps for sustainability of the trade program. 	Technical Team of DICO, DICO Director, Secretary of State of MOC	March-April 2016
Analyze and Draft Program Cost/Budget	<ul style="list-style-type: none"> • MOC management provides guidance on the required amount of technical assistance for the trade sector. • MOC management should clarify with donor partners on financing for services, infrastructures and other outcomes. • Map current spending and analyze funding gaps. • With staff and advisory committee, develop financing strategies, evaluate options, and develop recommendations. 	Technical Team of DICO, DICO Director, Secretary of State of MOC	April-May 2016
Continue to Cultivate Stakeholders and Create Possible Implementation Arrangements	<ul style="list-style-type: none"> • Continue to hold meetings with stakeholders. Include shared vision exercise to get input and expand vision to more stakeholders. • Prepare various options for possible implementation arrangements. • Invite press to cover a meeting, highlight participants and outcomes, to gain additional interests from future donor partners. • Always follow up and send thank you notes to participants. 	Technical Team of DICO, DICO Director, Secretary of State of MOC	May-June 2016
Institutional and Partnership Arrangements	<ul style="list-style-type: none"> • Determine best strategic partnerships and key business community leaders to involve. • Determine appropriate level of collaborative commitment to ask for from the business community and the donor partners. • Determine who in MoC should ask for partnership involvement. • Jointly develop with donor partners and the business community a strong “case” for potential partner’s involvement. • Be specific about level of commitment requested. 	Technical Team of DICO, DICO Director, Secretary of State of MOC	May-June 2016
Follow-up Actions	<ul style="list-style-type: none"> • Formalize relationship with MOUs, volunteer position description, and formalize advisory committee roles. • Offer opportunities for continued involvement in shaping the program through regular meetings and dialogue. • Share the credit and celebrate successes. • Make sure the program is mutually beneficial to all partners. • Document and communicate MoC’s trade sustainability plan successes. 	Technical Team of DICO, DICO Director, Secretary of State of MOC	May-June 2016
Create and Execute	<ul style="list-style-type: none"> • Identify any outcomes, outputs or services of the 	Technical	July-August

Plan Component	Action Steps	Responsible Parties	Timeline
Fundraising Plans and other Meetings	<p>proposed trade program that are valued in the business community and could produce income to offset project expenses.</p> <ul style="list-style-type: none"> • Identify budget items that could be provided in-kind by partners, other stakeholders. • Select methods and teams for additional fundraising and resource gathering for the year among present and future donor partners. • Use more than one fundraising method (grant writing, direct mail, special event, in-kind resource gathering, personal solicitation, etc.). • Select team members from your advisory committee, board, and other business community leaders to act as fundraising committee. • Formulate strategies for meeting with prospects individually. • Prepare a fundraising plan with objectives and timelines. • Launch and execute fundraising efforts to sustain the trade program. 	Team of DICO, DICO Director, Secretary of State of MOC	2016

6. Next Steps and Recommendations

In order to meet the funding needs of the next Phase of TDSP or other trade-related programs in the future, the following actions must be undertaken:

6.1 Exit Strategies

- DICO to continue its function as a National Implementation Unit or as an Executing Agency after the end of TDSP;
- DICO to prepare and monitor an Exit Plan for all projects with an effective handover of tasks, transfer of institutional memory to the permanent unit in the Agency, identification of responsibilities and management of fixed assets purchased during the project, and management of financial resources that have been handed back to DICO;
- Prepare Project Completion Reports for all projects; prepare Implementation Completion and Results Report of TDSP; and prepare the final disbursement report of the Program.
- The Royal Government of Cambodia, thru the Ministry of Commerce, must create a Technical Working Group that will prepare the Medium and Long-Term Technical Assistance Plan based on the following: (a) the flows of Aid-for-Trade from all sources and their contribution to growth and development; (b) the capacity of the government to provide support to the various sectors in trade and private sector development; (c) areas of opportunity within the private sector for the rapid growth of output, exports, and employment, and the public sector support required to promote these activities; (d) the main constraints – skills, finance, international competition, limitation of management that prevent expansion of the private sector; and (e) changes in government regulations and policies that could alleviate the main constraints.

6.2 Sustainability Strategies

- **Relevance** - To be relevant, DICO as an NIU should be in a position to continue: (a) coordinating in-country Aid-for-Trade activities and implementation at the national level; and (b) providing a consultative mechanism between government and all relevant stakeholders involved in mainstreaming trade into the formulation of the National Strategic

Development Plan, the Rectangular Strategies of the Government, and the recently adopted Industrial Development Policy.

- **Ownership and Active Participation and Support of Government Institutions** - The sustainability of TDSP or any other AfT program rests on the long-term commitments and actions of national stakeholders and partners to build on the work and results achieved during the life of TDSP.
- **Institutional Development Support** – DICO as an NIU should continue to build on the existing institutional set-up for coordination and implementation of trade-related policies development, and other consultative processes and mechanisms.
- **Training and Capacity Building** – DICO as an NIU must be the technical hub for providing inputs in project management, and trade mainstreaming. Therefore, sustaining the capacity of the officers and staff of the NIU and retaining these staff beyond TDSP’s life is crucial.
- **Financial Support** – The NIU structure of DICO is almost permanent and it cannot be sustained unless financial support is extended by the Government, while waiting for financial support from donor partners.
- **Monitoring and Evaluation** – To sustain the results of supporting the NIU, TDSP’s financed projects should be managed towards the achievement of expected results. The M & E Unit must continue monitoring and evaluating the exit and sustainability plans and strategies of the various implementing agencies even beyond the life of TDSP.

6.3 Action Steps Undertaken towards implementing sustainability strategies

- Results-based budget introduced by RGC for 2016-2018, including support by RGC to DICO activities;
- MOC formulating MTP and top 10 clusters for AFT for 2016-2020;
- DICO formulating the “Investing for the Future –I4F: Project Proposal to ensure DICO and IAs are better prepared to cope with different AfT project implementation modalities;
- Gradually phasing out of consultant positions;
- Reviewing and reformulating CTIS to conform with TA requirements for future programs; and
- DICO mobilizing additional resources with selected DPs and by formulating project proposals.