

## KINGDOM OF CAMBODIA

### TRADE DEVELOPMENT SUPPORT PROGRAM Supervision Mission Summary

March 28 – April 4, 2011

## AIDE-MEMOIRE

### 1. Introduction

1. A joint mission of the World Bank, in conjunction with the European Union Results Oriented Monitoring (ROM) mission and simultaneously with the UNOPS EIF supervision mission, took place from March 28 – April 4, 2011. The goal was to review the implementation of the Trade Development Support program (TDSP), which is a multi-donor trust fund supported by the European Union, DANIDA and UNIDO.
2. The mission team contacted agencies actively involved in TDSP. The team was composed of Mr. Julian Clarke (Team Leader), Mr. Vannara Sok (Operations Officer, World Bank), Ms. Seida Heng (Finance Specialist, World Bank), Mr. Sreng Sok (Procurement Specialist, World Bank), Mr. Sambath Sak (DANIDA), Mr. Jacob Jepsen (DANIDA), Ms. Laura Liguori (European Union), Mr. Narin Sok (UNIDO), Mr. Ratnasabapathy Manivannan (UNOPS) and Ms. Floor Smakman, (EC ROM consultant.)
3. The objective of the mission was to determine whether the strategic focus of the program and its credibility had been enhanced since the mid-term review mission by i) reviewing the benchmarks of the mid-term review, ii) overseeing the new management structure at the Department of International Cooperation at Ministry of Commerce (DICO), including the new financial and procurement arrangements. The mission would like to thank all who graciously gave their time to the mission team.
4. The key points of discussion, agreements reached, and recommendations made with the regard to the mission objectives are summarized in this aide-memoire. The content of the aide-memoire is subject to confirmation by World Bank management.
5. As a result of the significant progress made by DICO since the previous mission, progress towards the implementation of the project has been upgraded to **Moderately Satisfactory**.

### 2. Implementation Progress

6. **The mission team is satisfied with the operational progress of TDSP since the Mid-Term Review.** DICO has overcome a significant backlog of procurement and financial impediments that were observed to be holding up the program during the previous mission. The feedback from IAs during the mission was that DICO's performance has improved markedly. The issues of slow procurement and mistrust over finances that had characterized meetings with IAs during previous supervision missions were largely absent from its discussions this time. DICO's outreach efforts, in the form of workshops and seminars informing IAs about the aims of the TDSP and the operational rules applying to it (such as the recent training on petty cash procedures) have been useful and well-received. It is to the credit of the DICO team that their operational skill has brought about a renewed interest among IAs in working with the TDSP and given them a better understanding of the SWAp.

7. Despite this positive sign of progress, many IAs complained about lack of feedback on their existing proposals and mentioned that their eligibility for future funding was unclear. The mission team considers it vital that DICO responds in written form to every IA that has submitted a proposal for consideration, whether or not the proposal is likely to be funded. DICO may need to acknowledge in writing that certain proposals are either ineligible or of insufficient quality or clarity to be considered. The mission team feels that the strategic focus and credibility of the program should not be undermined by unnecessarily accepting ineligible proposals on the pretext that IAs will otherwise lose interest in the program. The mission team therefore recommends that DICO issues clarifying statements to IAs about the backlog of existing proposals.

8. **The mission team feels that it is too early to consider a new Call for Proposals.** For the time being, the official end date of the TDSP is March 31, 2012. A replenishment and prolongation of the program may be considered during the June 2011 mission. In the meantime, unfortunately, this means that any new projects are likely to be constrained by a short timeline and the prospect of meager results. DICO should bear this in mind when forwarding new projects to the Implementing Committee for approval.

9. **The mission team also noted that DICO has been working under extreme conditions since November, 2010 to reach the benchmarks set out in the aide-memoire of the Mid-Term Review. The mission team now recommends that DICO adopts a more balanced, process-driven approach to the TDSP work program.** The results of DICO's timely work have paid positive dividends in clearing the backlogs of financial reports and overdue procurement tasks pending, in some cases, since 2009. A solid pipeline of credible proposals has also been established. The negative consequences of the fast work, however, are that the stress upon DICO staff and consultants has increased. The mission team recommends that the pace of operations should be balanced with due process and respect for the time of consultants and staff. Such measures could include the reintroduction of monthly management meetings (perhaps with the inclusion of IAs), work forecasts for consultants, proper planning of staff outputs and proper follow up on their results, the imposition of service level agreements for dealing with routine tasks, emails responses and appropriate IA follow-up.

10. **Another sign of the pressure under which DICO has been working is the submission of strategic proposals in concept note form, rather than full proposals, to the IC.** Although this is understandable given the time and work constraints under which DICO has been operating, the IC should only receive fully fledged strategic proposals in future. For the past three months, the IC has received two strategic proposals that were in concept note form at the time of their approval. In future, all strategic proposals should be sent to the IC in a proper format that includes work plans, budgets, timelines, TORs and a proper submission template.

### **3. Building a Pipeline of Activities**

11. **The strategic approach has resulted in the approval of four major projects with key agencies to be implemented over the next twelve months.** The approved strategic proposals promise to improve the trade environment in Cambodia. These proposals were developed in conjunction with line ministries during the period between the Mid-Term Review and this supervision mission. The strategic approach was chosen as a means of consolidating the dozens of small, ad-hoc proposals that were received from IAs in the initial Calls for Proposals. The strategic proposals have been designed with a larger than usual budget and long timeline. These proposals have been developed in cooperation with line ministries and are designed to make a noticeable contribution to the PDOs.

12. **The list of 11 strategic proposals set out in the aide-memoire of the Mid-term Review were designed to create strategic focus and do not represent a finite list of activities for the program.** The list of strategic proposals, like all benchmarks, should be thought of as a minimum set of activities for the implementing unit to work towards. DICO should continue to work with agencies to formulate strategic proposals that address relevant trade issues even if they go beyond the list found in the aide-memoire of the Mid-Term Review.

13. The strategic proposals that have been approved to date are as follows:

- 1) **Automation of the Ministry of Commerce** – MoC operations will be migrated to a new technology platform designed to integrate the various websites, email and trade-related processes. It includes a functioning trade information website (funded by TFCP) and automated Certificates of Origin (funded by TFCP), plus process re-engineering of the Ministry's workday operations. The automation solution is designed to support the decentralization process underway within the Ministry of Commerce, thereby empowering provincial offices especially those in the special economic zones.
- 2) **Customs (GDCE) Capacity Enhancement Program** – The GDCE strategic proposals comprises activities that complement the roll-out of ASYCUDA (funded by TFCP). The proposal includes a set of projects that assist enforcement activities by building functional and staff capacity. Activities include the creation of a customs valuation database, a database of trading intelligence & statistics database (both with potential regional linkages), developing excise regulation, marine enforcement capacity and improving the negotiating and implementing skills of GDCE staff.
- 3) **Value Chain Information Unit** – By providing information on issues affecting key value chains in Cambodia, the value chain unit can increase the effectiveness of trade promotion measures. Cambodian firms can enhance their trade potential through better value chain information and improved government policies for international trade.

A further strategic proposal has been approved in concept note form:

- 4) **Capacity Enhancement of Implementing Agencies** – Working with a local academic institution, the Ministry of Commerce is implementing an ongoing program of capacity enhancement for staff in implementing agencies. The program will enable staff of line ministries to join group classes on basic project management (including finance and accounting), procurement, Monitoring and Evaluation, proposal development, project cycle management, English and basic computer literacy.

14. The strategic proposals listed above complement some of the major activities already underway within the program. **A selection of key activities already underway is included below:**

- 1) **Trade Curriculum design at Royal School of Administration** – The Royal School of Administration (RSA) is the training institution for government officials. Through support from the TDSP, the RSA is developing a curriculum for training government officials in the use and implementation of an effective trade policy.
- 2) **International Standards** – Firms are constrained by lack of local quality standards, which deny them access to overseas markets and may constrain their domestic market as well. The TDSP is supporting the drafting of local standards to ensure that quality can be maintained and certified.
- 3) **Rules of Origin** – The light-manufacturing industries that are beginning to enter the Cambodian market demand intricate rules of origin necessary for preferential access to export destinations. The tight deadlines of manufacturers and remote geographic locations of the SEZs pose challenges for the Ministry of Commerce in issuing the certificates of origin

(COOs). Cambodia's ability to attract export industries depends on the COOs being issued in a timely and correct manner. The TDSP is supporting training on ROOs for MoC officials, in conjunction with the process re-engineering and automation of COOs mentioned above.

15. The Mid-Term Review mission set up a number of benchmarks for DICO in the months leading up to this most recent mission. The list of benchmarks and DICO's success in achieving them is summarized in Annex III. The majority of benchmarks are fully complete or in the process of completion. The mission team congratulates DICO on reaching these targets and urges the timely completion of those unfinished activities.

16. A new set of benchmarks can be found in Annex I of the aide-memoire.

#### **4. The Trade Sector Wide Approach**

17. **The mission team were pleased to note that progress has been made in endorsing the Pillar I roadmap.** Under the leadership of Mr. Var Ruth San, the Pillar Sub-Working Groups have been tasked to finalize their inputs to the current draft. Deadlines for the Sub-Working Groups were put in place for end-January 2011. On 6<sup>th</sup> April, after the conclusion of the current supervision mission, a Pillar Working Group meeting endorsed two sub-sections of the Pillar I Road Map (Intellectual Property and Investment Promotion). The remaining sub-working groups (Trade Facilitation, SPS, TBT, and Legal Reforms) are yet to endorse their sections of the Roadmap and have requested the assistance of a consultant to finalize their inputs. Therefore, the Pillar I roadmap is yet to be fully endorsed.

18. **The mission team is concerned about the lack of a shepherd for Pillars II and III among development partners.** The UNDP removed itself from the trade sector at the end of 2010 and currently has no resources or personnel to look after the Pillars. Therefore, the mission team urges the Royal Government of Cambodia (RGC) to enter into discussions with appropriate development partners to ensure that an appropriate partner can be found. The mission team strongly encourages the RGC to follow up on appointment of new shepherds of Pillars II and III from among the development partner community.

19. **IAs and development partners expressed frustration at the length of time spent finalizing the draft Pillar Roadmaps.** The mission team is also concerned that the Roadmaps for Pillars II and III are unfinished and the Pillar Working Groups are not meeting regularly. For these reasons, the mission team strongly advises the RGC to immediately enter discussions with appropriate development partners to take the shepherd of these Pillars and endorse the draft Roadmap for each Pillar.

20. **TDSP is designed to be a funding mechanism for the entire trade SWAp and is not limited to individual pillars.** At the outset of the program, it was thought that TDSP interventions would be most effective in Pillars I and III. Since then, the exit of UNDP from the trade sector and the difficulty of separating regulatory (Pillar I) and capacity building (Pillar III) from sectoral concerns (Pillar II) means it is no longer feasible to maintain a division between Pillars that can or cannot be funded by TDSP. The TDSP has already approved several projects in Pillar II and will continue to do so. To the extent that new projects in any of the Pillars contribute to progress towards the overall Project Development Objectives (PDOs) they can be considered for funding under TDSP.

21. **The TDSP and the EIF should be treated as mutually complementary projects to the greatest extent possible.** The mission team noted that DICO has combined the budget and workplans for the two projects, at the request of the World Bank and UNOPS. The development partners, in turn, are synchronizing their reporting requirements.

## 5. Priority Operating Costs (POC)

22. **The mission team notes that DICO has finalized and submitted its application to for POC to the Council for Administrative Reform.** The application process entailed draft TORs for each member of DICO, an organization chart, a complete business case and supporting documentation. The POC will enhance the management of DICO by introducing a performance appraisal methodology that can be used for career incentives within DICO. The successful application of the POC will rely upon DICO fully implementing the scheme according to the Implementation Agreement and Management Contract.

23.

24. **The decision to implement POC should be assessed against the views of development partners about the future of the POC scheme.** TDSP donors briefly raised this issue at the review meeting held on Friday April 1<sup>st</sup>, 2011. At that time, donors expressed their view that new applications to POC should cease by 1<sup>st</sup> July, 2011, with a phase-out of the program foreseen in June 2012. DICO should be aware of these issues when considering the roll-out of POC.

## 6. Summary of TDSP Operational Risk

25. During previous missions, the World Bank team and the Government identified 4 key risks. The nature and severity of the risks have considerably moderated due to the Government's implementation of mitigation strategies over the past twelve months. These risks and mitigation measures include:

26. Fraud and corruption risk was initially seen to be a major weakness of the program, though recent developments have reduced this risk. Progress in the procurement and finance units over the past 4-6 months shows DICO's dedication to process and transparency: (i) recruitment of international and national procurement advisors (ii) recruitment of an international internal audit advisor, (iii) recruitment of a national and international financial advisor; (iv) submission and approval of combined annual work plan and budget plan, which includes activities funded by other development partners (v) submission and approval all IFRs; (vi) separation of procurement from the daily operations of DICO, under the ownership of an Under-Secretary of State; (vii) appointment of new project director and project manager, (viii) ongoing disclosure of key documents on MoC website, (ix) regular and documented Procurement Review Committee meetings, to which relevant IAs are invited.

27. The complaint handling mechanism needs to be fully activated and combined with the ongoing activities of the liaison officers. Overall progress has been encouraging, though continued strong management by the Senior Minister and the relevant Secretaries of State to advocate the Complaint Handling function should be maintained.

28. The implementation capacity risk has also moderated over the past four months. In large part, this is due to the vigor of the new Director in attracting and motivating DICO staff. The mission team is impressed that DICO has provided training seminars to IAs over the past 4 months on subjects related to project implementation such as handling petty cash and on the use of the Supplementary Financial Management Manual (SFMM.) The imminent implementation of the Priority Operating Costs (POC) scheme has also magnified the incentive for staff members to attend the office. The application process, including drafting position descriptions and TORs, has been well managed by DICO.

29. Nonetheless, implementation capacity risk is still present. The mission team remains wary of over-reliance on consultant support, for example, and recommends that a medium-term plan be put in place to phase out consultant support.

30. The mission team is also disappointed that DICO only partially met the benchmark of capable liaison officers in place. Although three out of the four liaison officers were appointed to the unit, the work program of the liaison office has not been properly implemented. The mission team stresses the importance of the liaison officers if DICO is to prove capable of handling multiple projects across many IAs.

31. The stakeholder risk – the risk that agencies outside of the MoC will weakly engage in the trade SWAp - remains high, especially now that a major development partner (UNDP) has exited the trade sector. The mission team is encouraged that the strong operational performance of DICO over the past four months, during which time the backlog of procurement was cleared and DICO proactively sought new proposals, has improved the image of the program. TDSP seminars and workshops have also contributed to the momentum of the trade SWAp. Despite this progress, the mission team strongly encourages DICO to provide feedback to IAs about projects that have not yet been approved. The endorsement of the Roadmaps is still pending. The mission team recommends that their finalization and endorsement will further reduce this risk.

32. The recent development of a Handbook for IAs should assist IAs in the formulation of appropriate projects for submission to the TDSP. The mission team recommends that the Handbook for IAs be properly disseminated among IAs, supported by an introductory workshop.

33. The strategic fragmentation risk – is the risk that, to mitigate the stakeholder risk, the TDSP and the Trade SWAp are spread too thinly across too many areas. Strategic fragmentation has been partially addressed since the mid-term review by recourse to a set of strategic proposals to replace the open Calls for Proposals that characterized the first 18 months of the program. The aide-memoire from the Mid-Term Review suggested a list of 11 possible strategic proposals, with implementation to follow a schedule of at least 1 strategic proposal to be approved every quarter. DICO has adhered to this target. An annual program review is envisaged for the TDSP. This annual review should provide monitoring and feedback on the optimal use of TDSP resources and indicate an appropriate balance between the strategic fragmentation risk and the stakeholder risk.

## **7. Financial Management (FM)**

34. The mission has reviewed the status of the critical tasks of the FM action plan for TDSP from the last supervision mission and pleased to note the progress and improvement that has been made by DICO in this area. The FM unit is fully staffed with strong technical support from two FM consultants (international and local) and under the close oversight of the new Project Director. (See Annex III for details).

35. The overall financial management performance of the Project has been reassessed during this followed up mission and based on the progress made during these last 3 months, the FM performance rating is considered to be upgraded from moderately unsatisfactory to moderately satisfactory. The rating will be gradually upgraded to satisfactory when the remaining actions (as stated in Annex III) are completed and appropriately function.

36. *External Audit.* For harmonization purpose, it agreed that financial audit for TDSP starting for FY 2010 will be conducted in consolidation for all sources of funds. In this regards, the Project will negotiate with the current audit firm under the bundled audit contract for a number of the Bank's

financed projects/programs to also include EIF into their scope for TDSP. The extra fees for such extended scope will be covered by EIF.

37. *Advance to the Designated Account (DA)*. Since the financial transactions are anticipated to significantly increase starting from the second quarter of this year (based on the quarterly work plan and budget) for which the current DA with the advance of US\$ 200,000 may not be sufficient to cover the monthly obligation and the lapse period for the next replenishment. The Bank has agreed to the Project's request for an additional advance to DA of US\$ 200,000. This will allow DICO to draw up to the ceiling of DA advance of US\$ 400,000 as provided in the Disbursement Letter for TDSP.

38. *Supplement Financial Management Manual (SFMM)*. It was agreed during the mission that the SFMM should be updated and among other thing, is to include the simplified procedures for small expenditure under incremental operating cost, standard transportation cost, reasonable cost norm particularly for refreshment/coffee break for meeting/training/workshop, etc. For small expenditure, the procedures should be developed for routine transactions (such as stationery, maintenance...) and none routine transactions. The International FM consultant will assist DICO to update the SFMM which due to complete for the Bank's review by June 30, 2011.

39. *Training/Workshop*. The current temporary mechanism for the prior review on the budget of each proposed training/workshop session on the transaction basis (due to the absent of the annual work plan and budget in the past years) has been seen as not cost effective as it requires lot of staff time from both the TDSP and the Bank's side. And since these activities for training/workshop are expected to increase, therefore, it agreed that DI/CO with the support from the new FM consultants will prepare the training plan at least on a quarterly basis to the Bank for review and considering of no objection starting from the second quarter of this year, in lieu of this temporary mechanism at the transaction level.

## 8. Procurement

40. A number of procurement benchmarks were put in place at the conclusion of the Mid-Term Review, all of which have been satisfactorily achieved. The most important of these related to an increase in contracts committed to an accumulated value of \$2,000,000. Also of importance was the issuance of a Prakas that would separate procurement from the normal functions of DICO under a separate management. As of March 31, 2011, committed contracts reached US\$1,961,117 (representing 16% of TDSP budget), which was in line with the benchmark. See Annex III for a summary of the benchmarks.

41. Procurement Capacity: Both national and international individual procurement consultants have been engaged to assist the procurement unit of DICO. The Bank mission advised the procurement unit and the international procurement consultant to focus on the procurement capacity building of the procurement unit. Actual preparation of Bidding Documents, EOI Evaluation and Shortlist of Consultants, Request for Proposals, Bid Evaluation Report, Technical Evaluation Report for procurement of Consultants, Combined Technical and Financial Report for procurement of Consultants, and Draft negotiated contract should be the subjects of capacity building to be provided by the international procurement consultant.

42. The reliance of the procurement unit on a small number of essential staff remains problematic. The mission team noted that the Unit Chief is working alone and is forced to rely on hired consultants. The mission team strongly recommends that the Ministry of Commerce appoint suitably qualified, capable staff from within its ranks to assist the procurement unit chief and/or to back him up in case of absence.

43. Procurement Progress and procurement plan: The mission noted that many procurement packages have been successfully procured during the last few months and the procurement work has been closely tracked and followed-up even though some delay has been observed for some packages. The Bank mission advised the procurement unit to keep up their efforts and if any serious issue and delay, the bottlenecks should be identified and addressed, and the Bank should be informed immediately.

44. Some new procurement packages have been added to the procurement plan and the Bank provided no objection to the updated procurement plan on March 31, 2011.

45. The Bank mission was informed about some concerns regarding the delay of procurement because the Bank's no objection to the updated procurement plan has not been received. The Bank mission reiterated its earlier advice that on a case to case basis, DICO can request the Bank's no objection for extremely important and urgent procurement, even if the existing procurement plan is being updated and/or yet to be approved. In cases like these, the existing approved procurement plan is still considered to be in effect. It is recommended that DICO adopts this approach to avoid unnecessary delay.

## ANNEX I: TDSP Follow-up Supervision Mission Action Plan

Next steps	Responsible	Target date
Consultants can be utilized for both programmes EIF and TDSP	NPD and NPM	May 01, 2011
<p>Reporting and operational process for EIF and TDSP should be aligned with each other:</p> <ul style="list-style-type: none"> <li>- Joint revised workplan and budget plan</li>   <li>- Joint Procurement Review Committee</li> <li>- Joint Performance Review Committee</li>   <li>- Joint supervision mission</li> <li>- Joint audit</li> </ul>	<p>NPD, NPM, CoF and FAs</p> <p>PRC PeRC</p> <p>DICO/UNOPS/WB NPD, NPM, CoF and FAs</p>	<p>July 15, 2011</p> <p>May 01, 2011 June 01, 2011 As need (Jun)</p> <p>June 30, 2011</p>
<p>Joined operational quarterly workplan and budget plan of EIF and TDSP:</p> <ul style="list-style-type: none"> <li>- Quarterly operational workplan and budget plan</li> <li>- Cost itemized of quarterly training/workshop / Seminars plan</li> </ul>	<p>NPD, NPM, CoF and FAs</p> <p>NPD, NPM, CoF and FAs</p>	<p>June 30, 2011</p> <p>June 30, 2011</p>
<p>Supplement Financial Management Manual (SFMM): SFMM should be updated to include the simplified procedures for small expenditure under incremental operating cost, standard transportation cost, reasonable cost norm particularly for refreshment/coffee break for meeting/training/workshop, etc. For small expenditure, the procedures should be developed for routine transactions (such as stationery, maintenance...) and none routine transactions.</p>	NPD, NPM, CoF and FAs	June 30, 2011

Make an exceptional NOL request to the Bank for no objection, in case of urgency and necessity needs; if (i) the Budget Plan or Procurement Plan is yet approved or in reviewing process; or (ii) new emerging important activities are yet incorporated in the budget plan or procurement plan; to avoid unnecessary delay.	NPD	As need (exceptional case)
Written feedback on backlog proposals submitted in Rounds I, II and III.	NPD, NPM, LOs, and PIAs	June 30, 2011
Strategic Proposals – full concept note, TOR and budget to be submitted for the next SSC	IC, NPD, LOs, FA, MA, and PIAs	July 4, 2011
Consultant support to draft strategic proposals and TOR	NPD, NPM, LOs, and PIAs	As need
Finalization and endorsement on Pillar Roadmaps: <ul style="list-style-type: none"> <li>- Pillar I Roadmap</li> <li>- Pillar II Roadmap</li> <li>- Pillar III Roadmap</li> </ul>	NPD, NPM, PWG, P-SWG, IC, and SSC	October 4, 2011
National Project Implementation Advisor recruited	NPD, NPM, CoP, and PRC	June 15, 2011
Nominate 2 qualified, capable, committed, and fast-learning officials to assist the procurement unit chief and/or to back him up in case of absence.	NPD, NPM, CoP, PRC and POC-PD.	June 15, 2011
POC scheme to be implemented according to the exact mandates of the management contract and implementing agreement.	DICO	June 15, 2011
Dissemination of Handbook for IAs, accompanied by Workshop.	DICO	June 1, 2011

**Acronym:**

ASYCUDA	Automated Customs Management system
CAR	Council for Administrative Reform
CoF	Chief of Finance
CoP	Chief of Procurement
COO	Certificates of Origin
DA	Designated Account
DANIDA	Danish International Development Agency
DICO	Department of International Cooperation
DP	Development Partners
EIF	Enhanced Integrated Framework (a trust fund for trade-related assistance)
FA	Financial Advisor (national and international)
FM	Financial Management
FY	Financial Year
GDCE	General Directorate of Customs and Excise (Customs)
IA	Implementing Agency (normally a ministry or government agency)
IC	Implementing Committee (inter-ministerial committee that approves projects)
IFR	Interim Financial Report
LO	Liaison Officer
MA	Project Management Advisor
MoC	Ministry of Commerce
MTR	Mid-Term Review
NPD	National Project Director
NPM	National Project Manager
PA	Procurement Advisor (either National or International)
PDO	Project Development Objectives
PeRC	Performance Reviewing Committee
PIA	Project Implementation Advisor
POC	Priority Operating Costs
POC-PD	Project Director for POC
PRC	Procurement Reviewing Committee
PWG	Pillar Working Group
P-SWG	Pillar Sub-Working Group
RGC	Royal Government of Cambodia
ROM	Results Oriented Mission
RSA	Royal School of Administration
SEZ	Special Economic Zone
SFMM	Supplementary Financial Management Manual
SSC	Sub-Steering Committee
SWAp	Sector-Wide Approach (in trade)
TDSP	Trade Development Support Program (multi-donor trust fund managed by the World Bank)
TFCP	Trade Facilitation and Competitiveness Program (World Bank-funded trade program, works in conjunction with TDSP but with separate objectives)
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization

UNOPS      United Nations Operations  
WB          The World Bank  
WG          Working Group

## **Annex 2: List of Persons Met**

### **Ministry of Commerce:**

1. The Senior Minister, Minister for Commerce, H.E Cham Prasidh
2. HE Pan Sorasak, Secretary of State
3. HE Dith Tina, Under-Secretary of State
4. Mr Hong Moeun, Deputy Director General of CamControl
5. Mr Chhieng Pich, Project Director of TDSP, Acting Director DICO
6. Mr Suon Prasith, Project Manager of TDSP, Deputy Director of DICO
7. Ms. Mam Many, Deputy Director of DICO
8. Mr. Hang Sochivin, Deputy Director of DICO
9. Mr. Kong Putheara, Director of Trade Statistic and Information Department
10. Mr Sim Sokheng, Deputy Director of Intellectual Property Department
11. Mr Suon Vichea, Deputy Director of Intellectual Property Department
12. Mr. You Mab, Deputy Director of Department of Notification and Legal Compliance
13. Ms Kong Sedhika, Director of Multilateral Trade Department
14. Mr Seun Sotha, Director of Trade Promotion Department
15. Mr Oum Sotha, Director of Personnel Department
16. Mr Phan Oun, Deputy Director, CAMCONTROL
17. Mr Long Kemvichet, Procurement Unit Chief, DICO
18. Mr. Sok Chamroeun, Finance Unit Chief, DICO
19. Mr. Kim Lydet, Senior Accountant
20. Mr. Sek Chandara, Accountant
21. Mr. Sin Sokchivin, Cashier
22. Mr Sven Callebaut, Implementation Advisor to DICO
23. Mr Roger Lawrence, WTO Advisor to the Ministry of Commerce
24. Mr Geoff Parker, Procurement Advisor to DICO
25. Mr. Tim Sandan, Procurement Advisor to DICO
26. Mr. Sri Balasingham, Financial Advisor to DICO
27. Mr Pin Pong Sa, Financial Advisor to DICO

### **Royal School of Administration:**

1. Mr. Chhiv Yiseang, Director

### **CAMFEBA:**

1. Mr. Chamnan Som, Executive Manager

### **Ministry of Industry, Mines and Energy:**

1. Mr. Chan Sopha, Deputy Director of ISC

### **General Directorate of Customs and Excise:**

1. Dr. Khun Nem, Deputy Director General of GDCE
2. Dr. Sinavith, Deputy Director of GDCE

### **JICA:**

1. Ms Kobayashi Eri, Representative
2. Mr. Hak Lyda, Operations Officer

### **MAFF:**

1. Dr. Prak Amida, Deputy Secretary of State