



កិច្ចប្រជុំលើកទី ៩

គណៈកម្មការអនុវត្ត

គម្រោងកម្មវិធីគាំទ្រការអភិវឌ្ឍន៍ពាណិជ្ជកម្ម (TDSP)

**ការវាយតម្លៃនិងជ្រើសរើសគំរោងអាទិភាពយុទ្ធសាស្ត្រ
និងការដាក់កំណត់ថ្លៃ (Benchmarks) របស់ធនាគារពិភពលោក**

២៤ ឧសភា ២០១១

ឧទ្ទេសនាមដោយ លោក ឈៀង ពេជ្រ
ប្រធាននាយកដ្ឋានសហប្រតិបត្តិការអន្តរជាតិ
និង ជាប្រធានកម្មវិធី TDSP

ចំណុចសំខាន់ៗនៅក្នុងបទបង្ហាញនេះ

- ១). ការធ្វើបច្ចុប្បន្នភាពនៃគម្រោង IA-CEP
- ២). របាយការណ៍សង្ខេប នូវវឌ្ឍនភាពរបស់ TDSP
- ៣). ការដាក់កំណត់ថ្មី (Benchmarks) របស់ WB
- ៤). សៀវភៅណែនាំស្តីពីការអនុវត្តន៍គម្រោង TDSP
- ៥). Summary of TDSP Operational Risk



IA CEP: IA Capacity Enhancement Programme

Brief background:

Budget: US\$605,125 (US\$560,000 previous estimate)

Duration: 11 months (Pilot)

Kick-off: May 2011

IA: RSA (Royal School of Administration)

Inputs needed: international, national consultants,
workshop, studies

កាលពីកិច្ចប្រជុំ IC លើកទី ៨

ពីថ្ងៃទី ២៥ មេសា ២០១១

គណៈកម្មាធិការ IC បានស្នើថា:

- កាត់បន្ថយ Consultant
- រក្សាទុកថវិកាឲ្យនៅដដែល
- បង្វែរថវិកា ដែលបានកាត់បន្ថយពី Output 1 ទៅប្រើប្រាស់នៅក្នុងផ្នែកបណ្តុះបណ្តាល
- សុំឲ្យមានការកំណត់ Equipment ដែលប្រើប្រាស់នៅក្នុងគម្រោង

Summary of changes

- One international consultant with CD and Public Administration knowledge would be recruited instead of 2 separate ones for output 1
- Number of working days for this international consultant was reduced by 50%
- Budget for output 1 was reduced by 40%. Those 40% were added to output 3, increasing training overseas for officials.
- A list of equipment and corresponding costs is provided in the new worksheet

ចំនួនទីប្រឹក្សាបានបន្ថយមកត្រឹមម្នាក់

Before

Project Key Activities / Inputs	Unit of measurement	Category	# of Unit	Unit Rate	Amount
Initial inventories and assessment completed					
Activities 1-3:					
International CD Consultant	Days	consultant services	40	800.00	32,000.00
International Public Administration Consultant	Days	consultant services	20	800.00	16,000.00
International Consultant Travel	Lumpsum	ticket	2	3,500.00	7,000.00
International CD Consultant Per Diem	Lumpsum	per diem	35	125.00	4,375.00
National CD Consultant X 2	Days	consultant services	80	300.00	24,000.00
National Validation Workshop	Lumpsum	workshop	50	25.00	1,250.00
					-
					84,625.00

After

Project Key Activities / Inputs	Unit of measurement	Category	# of Unit	Unit Rate	Amount
Initial inventories and assessment completed					
Activities 1-3:					
International CD / Public Administration Consultant	Days	consultant services	30	800.00	24,000.00
International CD / Public Administration Consultant - Travel	Lumpsum	ticket	1	3,400.00	3,400.00
International CD / Public Administration Consultant Per Diem	Lumpsum	per diem	35	125.00	4,375.00
National CD Consultant X 2	Days	consultant services	80	300.00	24,000.00
National Validation Workshop (ncluding stationery)	Lumpsum	workshop	50	25.00	1,250.00
					-
					57,025.00

ចំនួនថ្លៃធ្វើការរបស់ទីប្រឹក្សាបានបន្ថយ
ចំនួនពាក់កណ្តាល

ចំនួនថវិកាបានកាត់បន្ថយ ៤០%

Before

Project Key Activities / Inputs	Unit of measurement	Category	# of Unit	Unit Rate	Amount
Initial inventories and assessment completed					-
					151,250.00
Training Deployed					
Activities 8-11					
Local training firms x 3	Lumpsum	consultant services	300	300.00	90,000.00
International training firm	Lumpsum	consultant services	100	800.00	80,000.00
International travel for officials	Lumpsum	travel	30	800.00	24,000.00
International per diem for officials	Lumpsum	per diem	150	200.00	30,000.00
International CD Consultant	Days	consultant services	40	800.00	32,000.00
International Consultant Travel	Lumpsum	ticket	2	3,500.00	7,000.00
International CD Consultant Per Diem	Lumpsum	per diem	30	125.00	3,750.00
National M&E consultant	Days	consultant services	50	300.00	15,000.00
National CD consultant	Days	consultant services	50	300.00	15,000.00
Validation Workshop	Lumpsum	workshop	50	25.00	1,250.00
					298,000.00

After

Project Key Activities / Inputs	Unit of measurement	Category	# of Unit	Unit Rate	Amount
Initial inventories and assessment completed					-
Translation companies	Days	consultant services	5	300.00	1,500.00
					151,250.00
Training Deployed					
Activities 8-11					
Local training firms x 3	Lumpsum	consultant services	300	300.00	90,000.00
International training firm	Lumpsum	consultant services	120	800.00	96,000.00
International travel for officials	Lumpsum	travel	45	800.00	36,000.00
International per diem for officials	Lumpsum	per diem	150	200.00	30,000.00
International CD Consultant	Days	consultant services	40	800.00	32,000.00
International Consultant Travel	Lumpsum	ticket	2	3,400.00	6,800.00
International CD Consultant Per Diem	Lumpsum	per diem	30	125.00	3,750.00
National M&E consultant	Days	consultant services	50	300.00	15,000.00
National CD consultant	Days	consultant services	50	300.00	15,000.00
National Validation Workshop (including stationery)	Lumpsum	workshop	50	25.00	1,250.00
					325,800.00

Project Key Activities / Inputs	Unit of measurement	Category	# of Unit	Unit Rate	Amount
Initial inventories and assessment completed					
National Validation Workshop	Lumpsum	workshop	50	25.00	1,250.00
					-
					84,625.00
Framework Developed					
Activities 4-7:					
National consultancy firm contract	Lumpsum	consultant services	150	300.00	45,000.00
Workshops	Lumpsum	workshop	1350	25.00	33,750.00
National CD consultant	Days	consultant services	30	300.00	9,000.00
Equipment (office equipment for RSA)	Lumpsum	goods	1	50,000.00	50,000.00
International CD consultant	Days	consultant services	15	800.00	12,000.00
Translation companies	Days	consultant services	5	300.00	1,500.00
					-
					-
					151,250.00
Training Deployed					

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កាលពីមុនដាក់សរុបរួម

ឥឡូវ បំបែកលំអិត

	A	B	C	D	E
1	Office equipment for RSA				
2					
3	Description	Unit	Unit Price	Total	Comments
4	IT				
5	PCU	10	1000	10000	
6	Laptops	5	1200	6000	
7	UPS	10	120	1200	
8	Network Server	1	7000	7000	
9	Hard Disk Backup	1	500	500	
10	Color Laser Printer	1	1500	1500	
11	Multifunction Printer/Scanner	1	1000	1000	
12	Portable Printer	1	300	300	
13	Multipurpose Photocopier	1	5300	5300	
14	Spare Toner cartridges (items 10,11,12,13)	12	80	960	
15	Fixed LCD Projector	1	2500	2500	
16	Motorised Screen	1	1500	1500	
17	AUDIO				
18	Audio System for Training Room	1	3000	3000	
19	Portable Microphones	3	80	240	
20	Earphones	50	25	1250	
21	FURNITURE				
22	Desk for training room	20	200	4000	
23	Chairs for training room	50	50	2500	
24	Meeting Table	1	500	500	
25	Cabinet	3	150	450	
26	White Board (large)	1	80	80	
27	White Board (small)	1	20	20	
28	Flip Chart	5	40	200	
29					
30					50000

២). របាយការណ៍វឌ្ឍនភាពរបស់ TDSP:

- ផ្នែកហិរញ្ញវត្ថុ (Finance)៖ នៅក្នុងត្រីមាសទី១ ឆ្នាំ ២០១១ យើងបានធ្វើការ ចំណាយ US\$230,680 នៅក្នុងផែនការ(ត្រីមាស) US\$356,911 (=64.6%) ។
- ផ្នែកលទ្ធកម្ម (Procurement)៖ គិតមកត្រឹមថ្ងៃទី ១៨ ឧសភា ២០១១ យើង សម្រេចបាន 17% នៃចំនួនសរុបរបស់មូលនិធិទាំងមូល ។
- គម្រោងដែលបានទទួល៖ រហូតមកដល់ពេលនេះ DICO បានទទួល ៨៤ គម្រោង ក្នុងនោះយើងចែកជាបីក្រុមគឺ (i) ក្រុមកំពុងអនុវត្ត (ii) ក្រុមដែល not eligible (iii) ក្រុមដែលត្រូវការ Upgrade បន្ថែម ។
- DICO នឹងធ្វើការឆ្លើយតបជាផ្លូវការទៅនឹងគម្រោងដែល not eligible ក្នុង ពេលឆាប់ៗ ។

➤ ប្រតិបត្តិការចំណាយអទិភាព (POC)៖

- ✓ ថ្ងៃទី ១៧ មីនា ២០១១ MoC បានដាក់ពាក្យសុំ POC ជាផ្លូវការ ទៅ CAR
- ✓ ថ្ងៃទី ០៧ មេសា ២០១១ ក្រុមប្រឹក្សាកំណែទម្រង់រដ្ឋបាល (CAR) បានឯកភាព
- ✓ ថ្ងៃទី ១២ មេសា ២០១១ CAR បានផ្ញើលិខិតជាផ្លូវការទៅ ក្រសួងសេដ្ឋកិច្ចនិងហិរញ្ញវត្ថុ (MEF) សុំការឯកភាពលើកម្រោង POC
- ✓ ថ្ងៃទី ០៣ ឧសភា ២០១១ MEF បានឯកភាពទៅលើសំណើ POC
- ✓ ថ្ងៃទី ១២ ឧសភា ២០១១ CAR បានឯកភាពជាផ្លូវការទៅលើសំណើ POC របស់ក្រសួងពាណិជ្ជកម្ម ។
- ✓ មានក្រសួងទាំងអស់ចំនួន ៥ ដែលទទួលបាន POC រួមមាន: ក្រសួងសាធារណៈការនិងដឹកជញ្ជូន, ក្រសួងផែនការ, ក្រសួងពាណិជ្ជកម្ម, ក្រសួងមហាផ្ទៃ, និងក្រសួងដែនដី នគរូបនីយកម្ម និងសំណង់ ។

Disbursement by Category, Q1 2011

No	Disbursement Category	Budget	Actual	Variance
1	Goods	77,811	52,162	25,649
2	Consultant Services	196,558	152,961	43,597
3	Training, W/Shops & Study Tours	32,742	7,043	25,699
4	Incremental Operating Costs	31,200	18,514	12,686
5	Priority Operating Cost	18,600	-	18,600
	Total	356,911	230,680	126,231

64.6% disbursed in Q1-2011

Disbursement by Component, Q1 2011

	Budget	Actual	Variance
Project Components	US\$	US\$	US\$
a	b	c	e = b – c
1: Trade Policy Formulation and Implementation	172,688	92,081	80,607
2: Performance Monitoring	13,499	-	13,499
3: Strengthening Institutional and Human Capacity	46,543	29,820	16,723
4: Implementation Support to TDSP	124,181	108,779	15,402
	356,911	230,680	126,231

Ministry of Commerce
Department of International Cooperation
Trade Development Support Program
Grant No.: TF093573, Project ID: P109648

Procurement Progress by 18 May 2011

No	Type of Contract	Actual Achievement (USD) as of 18 May 2011	% against benchmark 2.5 M by 18 of May 2011	% against total of grant agreement 12.35 M by 18 of May 2011
1	Goods	533,193.60	21,33%	4%
2	Service	1,565,384.00	62.62%	13%
Total		2,098,577.60	83.94%	17%

Summary of MoU

No	Date	Proposal	IA	Pillar Focus (P)	Component focus (C)	Budget
1	01 Jul 2010 (18 months)	Rule of Origin: Operational Procedures & Training	D/MUL MoC	P1: Legal Reform	C1-C: Other legal reforms & RGC WTO obligations	\$124,690
2	14 Jul 2010 (4 months)	Information dissemination on Top Ten products from Cambodia 24 provinces	TPD MoC	P2: Various	C1-A: Technical Barrier to Trade, Sanitary & Phyto-Sanitary	\$48,211
3	14 Jul 2010 (9 months)	Export training & SME training: Export training & coaching services	TPD MoC	P1: Trade Facilitation	C1-B: Trade Facilitation	\$47,905
4	14 Jul 2010 (18 months)	Strengthening the capacity of Institute of Standard of Cambodia (ISC)	ISC MIME	P1: TBT, SPS, & Trade Facilitation	C1-A: TBT & SPS	\$384,264
5	26 Jul 2010 (3 months)	Study on minimum wages & minimum wages negotiation in garment sector	CANFEBA	P1: Legal Reform	C1-C: Other legal reforms & RGC WTO obligations	\$46,000
6	06 Aug 2010 (18 months)	Capacity Building for the Dept of Trade & Statistics	DTSI MoC	P3: Strengthening key MoC Depts & key Moc functions	C3: Human & Institutional Capacity Building	\$137,540
7	17 Sep 2010 (12 months)	Customs Valuation	GDCE MEF	P1: Trade Facilitation	C1-B: Trade Facilitation	\$50,000
8	17 Sep 2010 (12 months)	Awareness program on Customs in Cambodia	GDCE MEF	P1: Trade Facilitation	C1-B: Trade Facilitation	\$95,000
9	23 Sep 2010 (14 months)	Development of a trade curriculum at the Royal School of Administration	RSA OCM	P3: Strengthening trade-related capacities of RSA	C3: Human & Institutional Capacity Building	\$124,375
10	28 Sep 2010 (20 months)	Enhancing IP Teaching and Training	DIPR MoC	P1: Legal Reform	C1-C: Other legal reforms & RGC WTO obligations	\$110,000

Summary of MoU – (cont.)

No	Date	Proposal	IA	Pillar Focus (P)	Component focus (C)	Budget
11	15 Oct 2010 (24 months)	Support drafting E-Commerce Law	LAD MoC	P1: Legal Reforms and Cross-cutting Issues & P3 : Strengthening Key MOC Depts & Key MOC Functions	C3: Human & Institutional Capacity Building	\$124,900
12	29 Dec 2010 (15 months)	Reviewing of Commercial Laws	D/N&C MoC	P1: Legal Reforms and Cross Cutting Issues	C1 : Trade Policy Formulation and Implementation	\$183,420
13	29 Dec 2010 (18 months)	Strengthening MoC core DR functions through the DoP Institutional and Individual Capacity	DoP MoC	P3: Capacity Development for Trade	C3: Strengthening institutional and human capacity	\$234,540
14	30 Dec 2010 (12 months)	Strengthening Institutional Risk Management Capacities in CAMCONTROL General Directorate	CAMCONTROL MoC	P3: Capacity Development for Trade	C3: Strengthening institutional and human capacity	\$105,550
15	30 Dec 2010 (12 months)	Value Chain Information Unit	TDP MoC	P3: Capacity Development for Trade	C3: Human and Institutional Capacity Building	\$263,208
16	31 Dec 2010 (12 months)	Phase 1: Raising awareness on the law on investment and its regulation and investment promotion to the sub- committee on Provincial/Municipal investment and private	CIB CDC	P3: Capacity Development for Trade	C3: Strengthening institutional and human capacity	\$195,860
TOTAL						\$2,275,463

3 more MoU are in the pipeline: (i) ICT Master Plan-MoC, (ii) CEP-GDCE, (iii) IA-CEP-RSA.

កាលបរិច្ឆេទនៃកិច្ចប្រជុំ SSC.TD.TRI និង IC នៅក្នុងឆ្នាំ ២០១១

Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	SSC 01 Apr			SSC 04 Jul			SSC 04 Oct		
IC 28 Mar	IC 25 Apr	IC 24 May	IC 23 Jun	IC 25 Jul	IC 24 Aug	IC 23 Sep	IC 24 Oct	IC 24 Nov	IC 22 Dec

កាលបរិច្ឆេទនៃកិច្ចប្រជុំរវាង DICO និង IAs នៅក្នុងឆ្នាំ ២០១១

		IAs 16 May	IAs 16 Jun	IAs 18 Jul	IAs 17 Aug	IAs 16 Sep	IAs 17 Oct	IAs 17 Nov	IAs 15 Dec
		19 May							

- កិច្ចប្រជុំ IC ត្រូវបានគ្រោងធ្វើឡើង ១០ ថ្ងៃមុនកិច្ចប្រជុំ SSC
- ហើយកិច្ចប្រជុំ IAs ត្រូវបានគ្រោងធ្វើឡើង ៧ ថ្ងៃមុនកិច្ចប្រជុំ IC
- កាលបរិច្ឆេទទាំងនេះត្រូវបានកំណត់ដោយ ឯកឧត្តម **ទេសរដ្ឋមន្ត្រី**



៣). ការដាក់កំណត់ថ្មី (Benchmarks) របស់ WB:

- [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.]
- Complaint handling mechanism
- DICO gives feedback to IAs on backlog project proposals
- IAs provides training/workshop/seminar plan to DICO
- IAs participation in the Pillar roadmaps endorsement
- សៀវភៅណែនាំក្នុងការអនុវត្តន៍គម្រោងរបស់ IAs

TDSP Follow-up Supervision Mission Action Plan

Next steps	Responsible	Target date
Consultants can be utilized for both programs EIF and TDSP	NPD and NPM	May 01, 2011
Reporting and operational process for EIF and TDSP should be aligned with each other: <ul style="list-style-type: none"> - Joint revised workplan and budget plan - Joint Procurement Review Committee - Joint Performance Review Committee - Joint supervision mission - Joint audit 	NPD, NPM, CoF and FAs PRC PeRC DICO/UNOPS/WB NPD, NPM, CoF and FAs	July 15, 2011 May 01, 2011 June 01, 2011 As need (Jun) June 30, 2011
Joined operational quarterly workplan & budget plan of EIF and TDSP: <ul style="list-style-type: none"> - Quarterly operational workplan & budget plan - Cost itemized of quarterly training/workshop / Seminars plan 	NPD, NPM, CoF and FAs NPD, NPM, CoF and FAs	June 30, 2011 June 30, 2011



Next steps	Responsible	Target date
<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
<p>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.</p>	NPD	As need (exceptional case)
<p>Written feedback on backlog proposals submitted in Rounds I, II and III.</p>	NPD, NPM, LOs, and PIAs	June 30, 2011
<p>Strategic Proposals – full concept note, TOR and budget to be submitted for the next SSC</p>	IC, NPD, LOs, FA, MA, and PIAs	July 4, 2011



Next steps	Responsible	Target date
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">- Pillar I Roadmap- Pillar II Roadmap- Pillar III Roadmap	NPD, NPM, PWG, P-SWG, IC, and SSC	October 4, 2011
POC decision about whether to be extended to IAs.	POC-PD, IC, NPD and NPM	June 24, 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

៤). សៀវភៅណែនាំក្នុងការអនុវត្តន៍គម្រោងរបស់ IAs: សូមពិនិត្យមាតិកា:

- អារម្ភកថា
- អក្សរកាត់
- តារាងមាតិកា
- តើកម្មវិធី TDSP ជាអ្វី?
 - កម្មវត្ថុរបស់កម្មវិធី TDSP
 - អ្នកណាជាអ្នកណាក្នុងកម្មវិធី TDSP
 - បញ្ជីរាយនាមនៃកម្មវិធី TDSP
- តើត្រូវដាក់សំណើទៅកម្មវិធី TDSP ដោយរបៀបណា?
 - ដំណើរការវាយតម្លៃនិងផ្តល់ការឯកភាពលើសំណើគម្រោង
 - ការចុះហត្ថលេខាលើអនុស្សាវរណៈនៃការយោគយល់គ្នា
 - ដំណើរការដាក់សំណើ, វាយតម្លៃសំណើ, គំរូទសំណើ, និងផ្តល់ការឯកភាពលើសំណើនៃកម្មវិធី TDSP

➤ តើត្រូវធ្វើលទ្ធកម្មទំនិញ និងសេវា ដោយរបៀបណា?

- ការធ្វើលទ្ធកម្មទំនិញ
- ការធ្វើលទ្ធកម្មសេវា
- ការធ្វើលទ្ធកម្មតាមរយៈ: IPA (Independent Procurement Agency)
- តួនាទីរបស់គណៈកម្មាធិការពិនិត្យការងារលទ្ធកម្ម

➤ តើត្រូវធ្វើយ៉ាងណា ដើម្បីទទួលបានការទូទាត់ សំរាប់ទំនិញ និង សេវារបស់លោកអ្នក?

- ការទទួលខុសត្រូវរបស់ភ្នាក់ងារអនុវត្តន៍ IAs
- ប្រភេទនៃការទូទាត់
- ការកត់ត្រា និងរបាយការណ៍

- តើត្រូវរៀបចំវគ្គបណ្តុះបណ្តាល ដោយរបៀបណា?
 - តើត្រូវផ្តល់ទទ្ទឹករណ៍អំពីវគ្គនេះ ដោយរបៀបណា?
 - តើត្រូវធ្វើយ៉ាងណា ដើម្បីទទួលបានមូលធិ សំរាប់វគ្គបណ្តុះបណ្តាលនេះ
 - តើត្រូវគណនាប្រាក់ឧបត្ថមប្រចាំថ្ងៃ (DSA) សំរាប់ក្នុង និងក្រៅប្រទេស ដោយរបៀបណា?

- តើត្រូវតាមដានត្រួតពិនិត្យ និងវាយតម្លៃគម្រោង របស់លោកអ្នក ដោយរបៀបណា?
 - តើអ្វីទៅជាការតាមដានត្រួតពិនិត្យ និងវាយតម្លៃ (M&E)
 - តើ DICO ត្រូវតាមដានត្រួតពិនិត្យវឌ្ឍនៈភាពនៃការអនុវត្តន៍គម្រោង ដោយរបៀបណា?
 - តើគម្រោងរបស់លោកអ្នកនឹងត្រូវវាយតម្លៃដោយរបៀបណា ក្រោយពេលបញ្ចប់?

➤ តើត្រូវធ្វើការប្រាស្រ័យទាក់ទងអំពីកម្មវិធី TDSP ដោយរបៀបណា?

- តើហេតុអ្វីបានជាយើងចាំបាច់ត្រូវធ្វើការប្រាស្រ័យទាក់ទង?
- តើត្រូវធ្វើការប្រាស្រ័យទាក់ទង អំពីអ្វី/ដោយរបៀបណា?
- តើត្រូវធ្វើការប្រាស្រ័យទាក់ទងនៅពេលណា?

g). Summary of TDSP Operational Risk

1) Fraud and Corruption Risk

- Has been reduced (a numbers of progress noticed)
- Complaint Handling mechanism needs to activate

2) Implementation Capacity Risk

- Has moderated over the past four months
- Over-reliance on consultants support
- LO must be functioned properly

3) Stakeholder Risk

- Participation of agencies outside of MoC in Trade SWAp
- Endorsement of roadmaps are pending. Handbook for IAs be disseminated among IAs

4) Strategic Fragmentation Risk

- Mitigate Stakeholder Risk
- Using strategic proposals rather than Calls for Proposals

សូមថ្លែងគុណ

Thank you