

Study on the Reorganisation of the Ministry of Public Works and Transport of Cambodia



Kingdom of
Cambodia
*Ministry of Public
Works and Transport*



Canadian International
Development Agency



September 2001

Context and Background

- Cambodia's transportation system must
 - Contribute to social and economic development
 - Provide access to basic services
 - Ensure the mobility of persons and goods
- ... But
 - Is in poor condition
 - Is perceived to be unreliable
- The MPWT's capacity
 - To set objectives consistent with needs
 - To manage efficiently the transportation system
- ... is weakened by
 - Decades of war and Internal difficulties

Mandate

- To identify problem situations affecting performance
- To propose correctives measures
 - That have high impacts on performance
 - That can be readily implemented
 - That are compatible with planned future IFI interventions

Organisational Analysis

- Meetings with stakeholders
- Analysis of studies and documents
- Identification of both external and internal impact factors
- Definition of High-priority problems

Detrimental External Factors

- RGC employment and remuneration policies
- Various external interventions in the MPWT's affairs
- Chronic under-financing of road management
- IFI project management processes
- Lack of coordination between IFIs

High Priority Problems

- The MPWT's Mission
- Planning
- Management of Major Projects
- Maintenance of the Road Network
- Organisational Structure
- Coordination
- Flow of Information

The MPWT's Mission

- Actual Statement
 - The Ministry of Public Works and Transport is entitled by the Royal Government of Cambodia to lead and manage the public works and transport sector of the country
- Problem
 - Too vague in regard to the contribution of transportation sector to the economic and social development

Planning

- No comprehensive National strategic plan concerning all modes of transportation
- Inefficient planning process within the MPWT and the Government
- However, ADB TSS is on-going

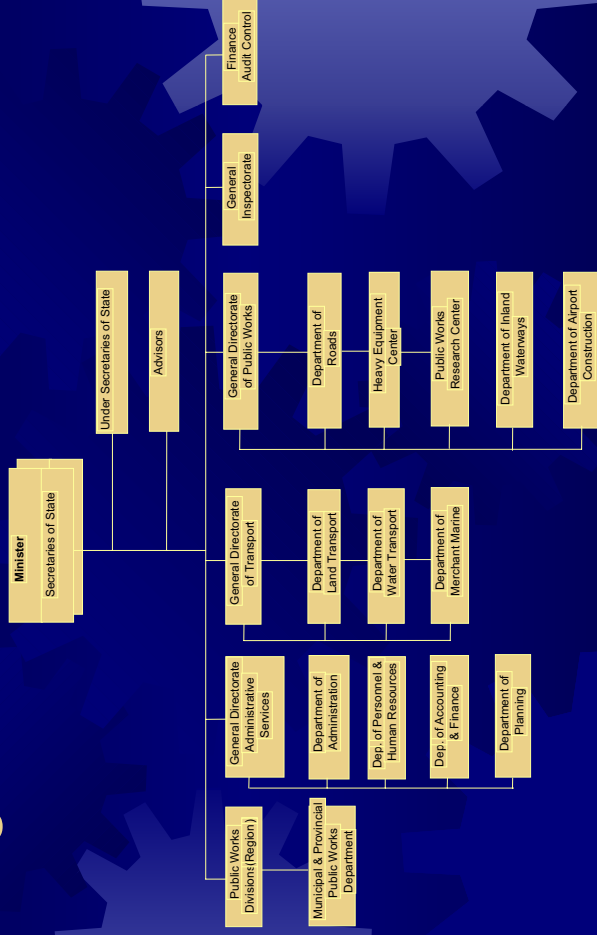
Management of Major Projects

- The project management process is
 - Compartmentalized
 - Personalized
 - Does not favor MPWT's responsibility and accountability
- Problem is amplified by IFI project management processes

Maintenance of Road Network

- The notion of regular preventive road maintenance is non-existent within the MPWT and other concerned Ministries
- Severe lack of financial resources allocated regular maintenance
- However, ADB TA on maintenance is on-going

Organisation Structure



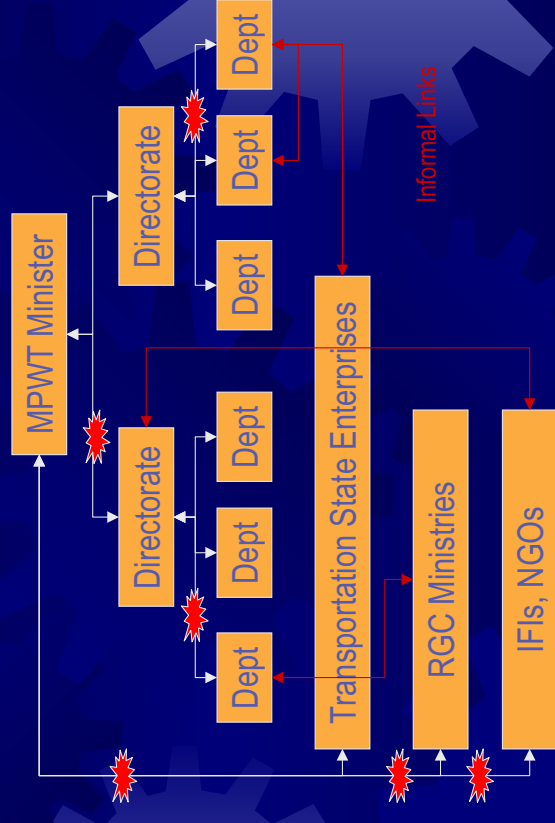
Organisation Structure

- Most of the problems cannot be solely be attributed to the structure
- Solutions reside in the improvement of existing processes and implementation of new mechanisms
- Serious weaknesses regarding
 - Planning
 - Projects management

Coordination Problems

- No coordination mechanism within MPWT and with other RGC Ministries and partners
- Multiple forums, on a project by project basis, between the MPWT and the IFIs
- No permanent integrated forum under MPWT's leadership on strategic issues

Flow of information



Improvement Proposals

- The MPWT's New Mission
- Organisational Structure
- Road Maintenance
- Coordination Mechanisms
- Communications and Information Systems

The MPWT's New Mission

- Amend current statement
 - To better reflect MPWT's contribution to the economic and social development of Cambodia
 - To better define its role
 - To facilitate the definition of its organisation
- Suggested Statement
 - The Government has assigned the Ministry of Public Works and Transport with the mission to manage the public works sector and to ensure, throughout the entire territory of the Kingdom of Cambodia, the mobility of persons and goods by means of efficient and safe transportation systems that contribute to poverty reduction and to the country's economic and social development.

Organisational Structure

- As soon as possible
 - Relocate the Department of Planning to the highest level of the Ministry
 - Create a new administrative group responsible for the monitoring of all major projects, to be placed under the authority of the Director General of Public Works
- In the middle term
 - Increase the level of responsibility of the Provincial Divisions, particularly in the field of maintenance
 - Create a new position of Director General of Operations who will oversee the Provincial Divisions

Road Maintenance

- The RGC should allow the MPWT to implement a permanent regular maintenance programme and provide it with the necessary recurrent annual credits
- The IFIs should consider the introduction of financial incentives to support the implementation of such a programme

Coordination

- The MPWT must fully assume its leadership role in transportation planning, development and management
- It must better coordinate internally and with its Government and external partners

Coordination

- As soon as possible
 - Create a Coordination Committee that will constitute the privileged forum to discuss all strategic transportation matters
 - Create a Secretariat to support on a permanent basis the Coordination Committee

Coordination Committee

MPWT Seats

1. Minister (Chairman)
2. Secretaries of State
3. Director General of Public Works
4. Director General of Transport
5. Director General of Administration
6. Inspector General

Other Ministries Seats

7. Ministry of Planning
8. Ministry of Economy and Finance

Major IFI Seats

9. ADB
10. World Bank
11. JICA

Mandate

Provide a forum to share ideas and define priorities for the development and the management of the transportation sector in Cambodia

Objectives

- Ensure consistency and complementarity of interventions in the sector
- Improve quality of services
- Improve projects performances

Secretariat

MPWT Resources

1. Director of Secretariat
2. Coordinators (2)
3. Information System & Web Site administrator

External Technical Resources

- Technical Experts (ad hoc) from other Ministries / Agencies on the CC
- Technical Experts (ad hoc) from other departments of MPWT
- International Technical Assistance for coordination

Mandate

Provide Logistical support to the CC

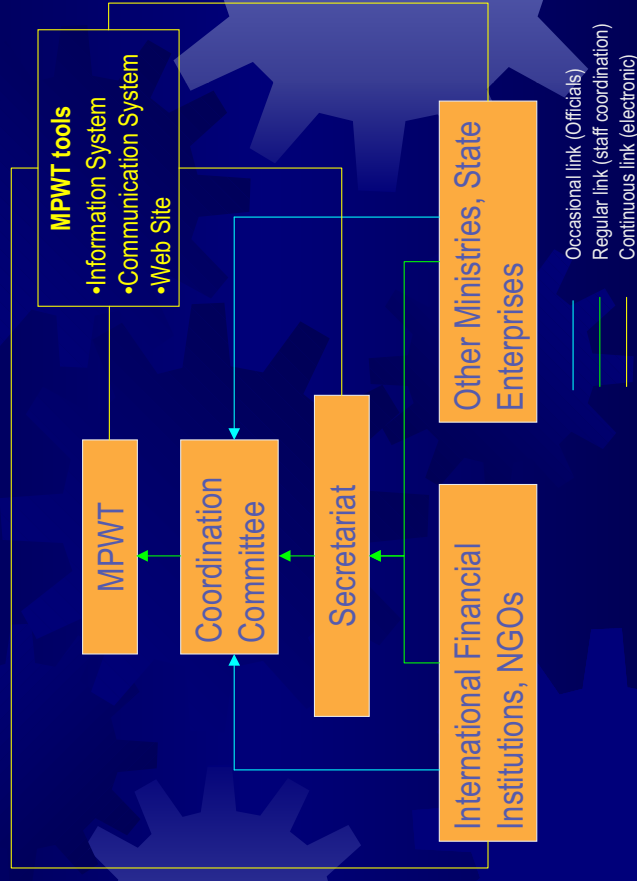
Main Tasks:

- Setup meeting Agendas
- Setup comprehensive reports with the help of external and internal experts
- Ensure rigorous monitoring of follow-up actions
- Collect and summarise information for meetings and web site

Improvement of communications

Project objective was to demonstrate the viability and importance of using new communication and information systems at the MPWT in order to support the current management activities of the organisation and any future reforms.

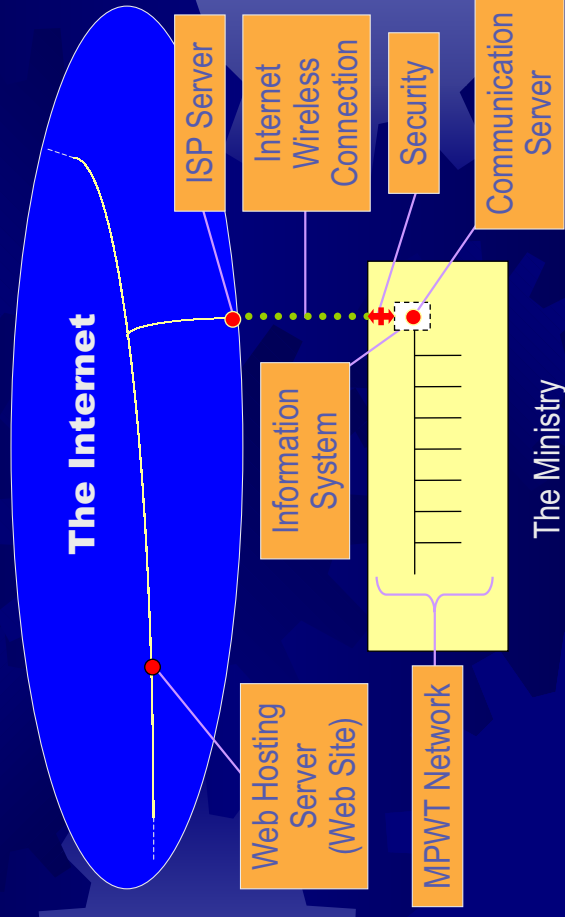
Coordination Mechanisms



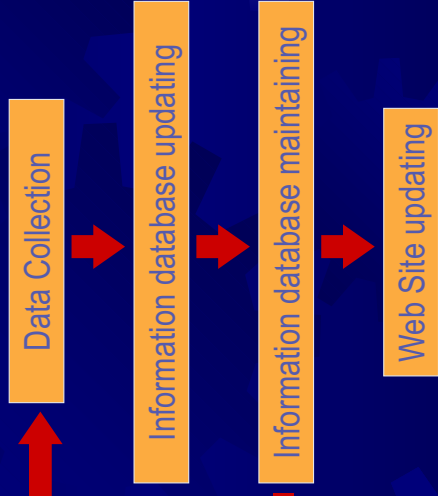
New Capabilities

- **Official Web Site**
 - To disseminate information about the MPWT and provide an index to the MPWT documentation
- **Email System**
 - To communicate throughout the Internet and internally
- **Internet Access**
 - To browse the Internet
- **Access to Centralized Information**
 - To store, share and retrieve information

Basic Components

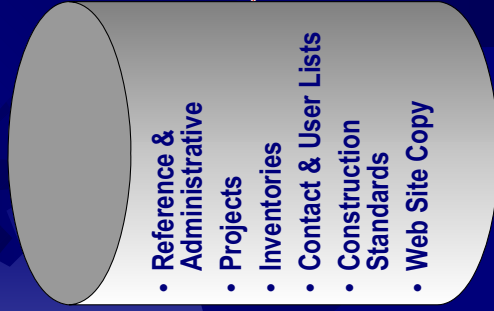


Information Management Cycle

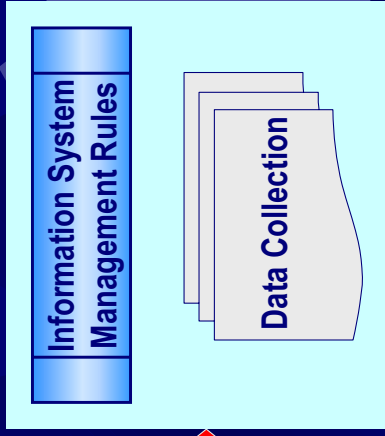


Information System

Information Database



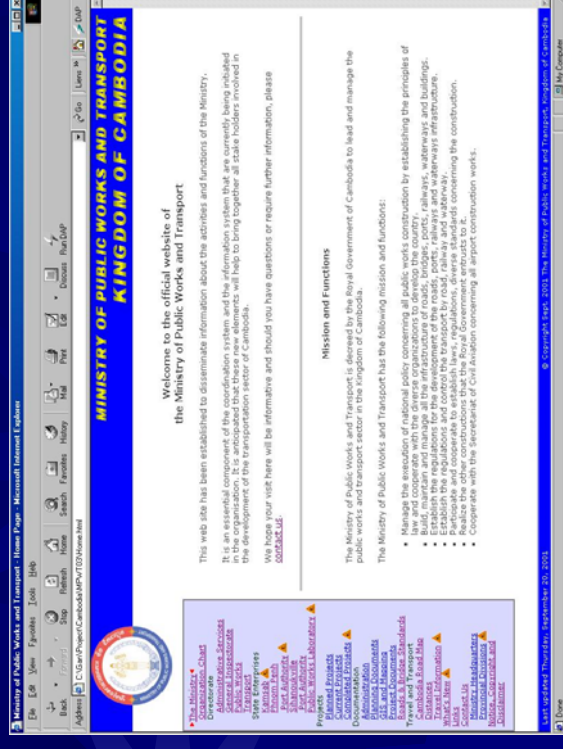
Tasks / Procedures



Web Site Content

- Mission & Responsibilities of the MPWT
- Index to the Ministry's documentation
- Project information
- Name of responsible persons
- Events at the MPWT
- Maps and general information
- Links to other web sites

Web Site Homepage: www.mpwt.gov.kh



Computer & Network Management

- Maintenance activities
 - Add / remove user
 - Backup
- Security issues
 - Internet Access Control
 - Network Access Control
 - Web Site Access Control

Update on situation

- Important steps taken
 - Coordination Committee established
 - Support for secretariat actively sought
- Problems with system maintenance resources
 - Service contracts & support personnel

Lessons for future interventions in road transport

- Need to consider real capacity of implementation of agencies involved & reinforce these capacities
- Need to provide incentive for maintenance activities
- Need to increase coordination between donors and all stakeholders
- Need to address the problems globally to ensure sustainability