

**The Kingdom of Cambodia
Ministry of Public Works and Transport (MPWT)**

The Project for Improving the Logistics System of Cambodia Phase 2

Project Completion Report

July 2023

Japan International Cooperation Agency (JICA)

International Development Center of Japan Inc.

PADECO Co., Ltd.

Oriental Consultants Global Co., Ltd.

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ABBREVIATION

ADR	Accord Dangereux Routier
AJTP	ASEAN Japan Transport Partnership
ASEAN	Association of South-East Asian Nations
CCA	Common Control Area
CCAP	Climate Change Action Plan
CDC	Council for the Development of Cambodia
C/P	Counterpart
CIT-MP	Comprehensive Intermodal Transport and Logistics Master Plan
DAC	Development Assistance Committee
DG	Director General
DLME	Department of Monitoring & Evaluation, GDL, MPWT
DOL	Department of Logistics, GDL
EEC	Eastern Economic Corridor
EV	Electric Vehicle
FF	Freight Forwarder
GDCE	General Department of Customs and Exercise
GDL	General Department of Logistics
GDLT	General Department of Land Transport, MPWT
GDPP	General Department of Planning and Policy, MPWT
GDPW	General Department of Public Works, MPWT
GDT/ RID	Road Infrastructure Department of General Department of Technique, MPWT
GMS	Greater Mekong Sub-region
ICD	Inland Container Depot
IDP	Industrial Development Policy
IP	Internet Protocol
IRI	International Roughness Index
ITC-LS	Intermodal Transport Connectivity and Logistics System
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
JTF	Joint Task Force
LPI	Logistics Performance Index
M&E	Monitoring and Evaluation
MEF	Ministry of Economy and Finance
MOT	Ministry of Transport, Thailand
MOU	Memorandum of Understanding
MP, M/P	Master Plan
MPAC	Master Plan on ASEAN Connectivity
MPWT	Ministry of Public Works and Transport
MS	Microsoft
MTO	Multimodal Transport Operator
NESDC	Office of the National Economic and Social Development Council, Thailand
NLC	National Logistics Council

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NLSC	National Logistics Steering Committee
NR	National Road
NSDP	National Strategic Development Plan
NSO	National Statistics Office, Thailand
OJT	On the Job Training
OTP	Office of Transport and Traffic Policy and Planning, MOT, Thailand
PC	Personal Computer
PD	Project Director
PDM	Project Design Matrix
p/m	Person per Month
PMU	Project Management Unit
RAM	Random Access Memory
R/D	Record of Discussions
RGC	The Royal Government of Cambodia
SEC	South Economic Corridor
SEZ	Special Economic Zone
SSI	Single Stop Inspection
SWI	Single Window Inspection
SWOT	Strength, Weakness, Opportunity, and Threat
TDSI	Transport Development & Strategy Institute, Vietnam
TIFFA	Thai International Freight Forwarders Association
TNA	Training Needs Assessment
TOR	Terms of Reference
TOT	Training of Trainers
USD	United States Dollar
WG	Working Group

Project Completion Report

I. Basic Information of the Project

1. Country

Cambodia

2. Title of the Project

Project for Improving the Logistics System of Cambodia (Phase 2)

3. Duration of the Project (Planned and Actual)

[Planned] October 2020 – May 2023

[Actual] October 2020 – June 2023

4. Background (from Record of Discussions(R/D))

The Royal Government of Cambodia (RGC) has formulated the “Industrial Development Policy (IDP)” in 2015, in order to properly sustain the economic growth by accelerating a transformation of the industrial structure from simple labor-intensive industries to a high value added, technology-driven industries.

For such shift of the economic structure to occur, the improvement of the logistics system is an indispensable issue for Cambodia. Increase in the development potential of the Greater Mekong Sub-region (GMS) Southern Economic Corridor, promotion of investment to the country and revitalization of the industrial locations along the corridor, are necessary to realize sustainable economic growth. In this regard, the General Department of Logistics (GDL), the Ministry of Public Works and Transport of Cambodia (MPWT) is developing the Logistics Master Plan with technical assistance from the Japan International Cooperation Agency (JICA) and the World Bank.

The Project for Improving the Logistics System of Cambodia is a Japan’s Technical Cooperation Project aiming at seamless implementation of the Logistics Master Plan to be finalized by March 2018.

MPWT and JICA reviewed the activities and achievement in Phase 1 for the Project, which started in October 2018. Then, both sides agreed to implement Phase 2 activities and some amendments to the PDM was proposed, considering the achievement in Phase 1 for the Project, consequent needs and priorities.

5. Overall Goal and Project Purpose (from Record of Discussions(R/D))

[Overall Goal] Stable, Reliable and Cost-effective Logistics System, in accordance with transformation and modernization of Cambodia’s industrial structure, is developed.

[Project Purpose] Logistics Master Plan implementation is strengthened through the enhancement of the capacity building of logistics related stakeholders.

6. Implementing Agency

Ministry of Public Works and Transport (MPWT), Cambodia

- Department of Logistics (GDL)
- General Department of Land Transport (GDLT)
- Road Infrastructure Department of General Department of Technique (GDT)
- General Department of Public Works (GDPW)
- General Department of Policy and Planning (GDPP)

II. Results of the Project

1. Results of the Project

1-1 Input by the Japanese side (Planned and Actual)

(1) Total Project Fund

Planned	Actual
273.0 million JPY	266.9 million JPY
	* Including the fund for the additional data collection survey for railway sector (separate contract)

The budget for additional activities and equipment were increased; while the budget for air tickets, allowances, and vehicle expenditure of JICA Experts were decreased due to remote work from Japan during the pandemic. In total, the project fund is slightly reduced.

(2) Number of Experts

Planned	Actual
1 Chief Advisor	1 Chief Advisor
7 experts, in total 48.00 person month (p/m)	7 experts, in total 54.12 p/m (+6.12 p/m)
	3 experts for the additional data collection survey for railway sector (3 p/m; separate contract)

The number of experts were dispatched as planned; however, the two changes were happened as follows:

- Replacement of Study Visit Expert in March 2022.
- Resignation of Deputy Team Leader / Facility Planner of Cross-Border Logistics in June 2022 and his duty was taken over by Team Leader.

The work volume was increased by 6.12 p/m from the initial plan due to the following reasons:

- To build a logistics project monitoring system for Department of M&E (GDL) and relevant authorities and to formulate a draft of logistics project monitoring guideline, which defines the standardized format and the method of information and data offering/collection, etc.

- To conduct questionnaire survey to Thailand, Vietnam, and Lao PDR to learn their method of logistics project M&E data collection and of logistics project monitoring; then, to consider the logistics information system in Cambodia
- To facilitate discussion with Department of Logistics Information around website development and to support their website development (incl. finalization of website framework and contents)
- To conduct the third Market Survey inviting more technical staff and to follow-up the first MOU between MPWT of Cambodia and NESDC of Thailand
- To identify contents of logistics and transport database through analysis on the current situation of Cambodia and neighboring countries and to discuss with C/P and to conduct a Training in Third Country (Technical Visit to Thailand) to understand their data collection method

(3) Number of Trainees

Market Survey (Study Visit):

Planned	Actual
1) 10 persons (executive staff)	1) 2 persons (technical staff)
2) 5 persons (technical staff)	2) 10 persons (executives and technical staff)
	3) 15 persons (executives and technical staff)

There was a need to make a preparatory visit for preliminary arrangement to check the requirement at the authorities to visit and any physical obstacles to conduct the survey at Thai side under the pandemic.

The actual Market Surveys (Study Visits) were conducted twice (for Thailand and Vietnam) inviting executive staff and technical staff together but the total number was increased based on the request by MPWT and the need of capacity development of officials in charge with relevant topics.

Training in Third Country:

Planned	Actual
Not planned	1) 7 persons

As mentioned above, related with an additional activity regarding logistics and transport database in Output 3, a Training in Third Country (Technical Visit to Thailand) was conducted to understand their method of data collection and to consider feasible database in Cambodia.

(4) Handed-over Equipment

Planned	Actual
Not planned	1) One desktop and six Laptops (with software) for Department of M&E 2) Two RAM extensions, one desktop, and 12-month IP address fee for Department of Logistics Information

Project for Improving the Logistics System of Cambodia (Phase 2)

To Department of Logistics M&E (GDL), the following equipment was handed over to support M&E WG members to attend OJT sessions in proper environment even from home while MPWT requested stay-home work of their officials during the pandemic. It was because some M&E WG members were not provided official PCs either did not own private PCs; accordingly, they attended OJT sessions via their phones, which prevented smooth and proper organization of the online sessions. In addition, there was a need to have a high-spec desktop PC for the Department of Logistics M&E to realize their sustainable data storage and periodical drafting, data-editing, and designing of M&E reports.

- One desktop PC with a monitor (shared use in Department of M&E) with MS Office (including Publisher) and anti-virus software
- Six laptops with MS Office and anti-virus software

To Department of Logistics Information (GDL), the following equipment was handed over to support them to develop and maintain the new GDL website in proper environment as their current equipment is not appropriate and there is no designated official PC for the website operation. In addition, the fee of IP address to operate the GDL website for the first twelve months was covered by JICA, while MPWT committed itself to secure the fund from the thirteenth month and after.

- Two units of RAM extension (for the existing server)
- One desktop with a monitor (shared use in Department of Logistics Information)
- Twelve monthly IP address fees

1-2 Input by the Cambodia side (Planned and Actual)

(1) Number of Counterparts

Planned	Actual
1 Project Director	1 Project Director
1 Project Manager	1 Project Manager
4 officers for Green Logistics policy (GDL, GDPP)	6 officers for Secretariat (GDL) 8 officers for Green Logistics WG (GDPP)
1 officer for Cold Chain policy (GDL)	9 officers for Cold Chain WG (GDL)
1 officer for Regional Warehouse policy (GDL)	8 officers for Regional Hub WG (GDL)
3 officers for Truck Modernization policy (GDLT)	6 officers for Truck Modernization WG (GDLT) 6 officers for M&E WG (GDL)
1 officer for M&E (GDL)	8 officers for Cross-Border Logistics Network (GDL)
TBC for Cross-Border Logistics Network	2 Under Secretaries of State, 2 Director Generals, and 14 officers for Vietnam and Thailand Border Points Improvement WG (GDL is the secretariat)
3 officers for Border Point Improvement with Vietnam and Thailand (Under secretary and GDLT)	6 officers for Logistics (*GDL) Website WG (GDL) 1 Director General and 15 officers for Logistics Business Registration and Licensing WG (GDL)

PD established Project Management Unit (PMU) for this project and, by issuing Prakas or DG's letters, officially assigned necessary C/P officers (through several amendments) as leaders or members of WGs considering the TOR or each WG; as the result, the number of counterparts involved was increased compared to the initial plan, though some officers were assigned to more than one WG. In addition, to organize PMU well, the Secretariat was also established.

(2) Facilities

Planned	Actual
Office space for the Project team	Office space for the Project team
Office utilities	Office utilities
- Electricity and water	- Electricity and water
- Internet access	- Internet access
- Furniture	

As MPWT moved to a new building in December 2021, the project office was accommodated in the same building. However, due to the budget restriction caused by the pandemic, MPWT could not provide furniture to the Project. Therefore, JICA agreed to equip the furniture by itself.

(3) Budget

Planned	Actual
USD 9.7 million	USD 9.7 million
1) Pray Vor Border Gate	1) Pray Vor Border Gate: USD 200,000-, disbursed/completed 100%
2) Expansion of NR1 and buffer zone	2) Expansion of NR1 into 6 lanes for 6.3km starting from Bavet Border facility and expansion of the buffer zone for 110m (another 110m by Vietnam): USD 9,000,000-, disbursed/completed 100%
3) Parking (feasibility study)	
4) Stung Bot temporary office	3) Stung Bot temporary office: USD 500,000-, disbursed/completed 100%

The budget approved in NLC for pilot projects for border improvement was USD 9.7 million and it was fully disbursed and the budgeted pilot projects were completed 100%. For the parking, private sectors developed and are operating it; therefore, no activities were done by public side.

1-3 Activities (Planned and Actual)

For the activities mentioned in the Project Design Matrix, upon the commencement of the Project (Phase 2), the achievement in Phase 1 and the basic policy in Phase 2 were confirmed between MPWT and JICA as mentioned in the below table. This report focuses on recording and evaluating the results and achievements of activities conducted only in Phase 2.

Project for Improving the Logistics System of Cambodia (Phase 2)

Activity		Achievement in Phase 1	Basic Policy in Phase 2
Output 1			
1.1	Facilitation of MP finalization	MP was finalized as the NLTMP and approved as the interim MP on Intermodal Transport and Connectivity and Logistics MP.	Completed by the end of Phase 1 (No more input)
1.2	Dissemination of MP among stakeholders	Dissemination seminars were held.	Completed by the end of Phase 1 (No more input)
1.3	Secretariat work for the NLC and NLSC	Based on the mutual agreement, this activity was deleted.	Completed by the end of Phase 1 (No more input)
1.4	Review and reform of framework for Public Private Partnerships	Not conducted without having the NLC.	Completed by the end of Phase 1 (No more input)
X	Third country training	Third country training was held in Thailand.	To be conducted as the activity 4.2
Output 2			
2.1	Facilitation of all priority projects implementation	GDL and the Project team selected 6 priority project to conduct as the Phase 1 activities	Completed by the end of Phase 1 (No more input) <i>* Data collection survey on Railway and Agriculture products were provided to MPWT in the course of implementation of Phase 2.</i>
2.2.1	Training Needs Assessment (TNA)	Assessed needs for training for staff in logistics-related organizations and proposed the appropriate training plan.	Completed by the end of Phase 1 (No more input)
2.2.2	Conceptualization of Regional Warehouse	Concept of regional warehouse was proposed through the report, waiting to be reflected to the logistics strategy.	To be conducted as a part of the activity 2.2.3
2.2.3	Preparation of Logistics Policies	Prepared draft policies (reflected comments from stakeholders) for (1) Green Logistics, (2) Cold Chain, (3) Last-one-mile Delivery	Follow-up the submitted draft of the following policies - Truck Modernization - Green Logistics - Cold Chain - Regional Warehouse (concept paper)
2.2.4	Draft of Laws and Regulations	Prepared draft laws and regulations (reflected comments from stakeholders) for (1) Logistics Complex, (2) Warehouse Business, (3) Registration and Licensing of Logistics Business, (4) Transport of Dangerous Goods	Completed by the end of Phase 1 (No more input) <i>* for Registration and Licensing of Logistics Business and Transport of Dangerous Goods, some additional support were provided to MPWT in the course of implementation of Phase 2.</i>

2.2.5	Truck Modernization	Conducted cost and benefit analysis of commercial trucks for Truck Modernization to investigate potential measures to replace old trucks to new trucks. Report and draft policy (reflected comments from stakeholders) was submitted.	To be conducted as a part of the activity 2.2.3
Output 3			
3.1	Collection of different modes of data through desk research (statistics data, progress of implementation of MP) and market research	Four groups were formulated for OJT and OJT was implemented. KPIs for Cambodian Logistics was discussed. Logistics database was developed. Market studies in Thailand and Malaysia were conducted.	Continue (-> Market research will be conducted within the activity 4.2)
3.2	Analyzation and evaluation of information and produce M&E report	Report writing skills of the staff were improved. Issued the first progress report. Prepared the first annual report (not yet issued).	Continue and add new activities
3.3	Dissemination of M&E report to stakeholders	First progress report was distributed and presented in the dissemination workshops.	Continue and add new activities
3.4	Data analysis for development of cross-border logistics network	-	Newly added
Output 4			
4.1.1	Facilitation to improve Cambodia-Vietnam border point (Bavet-Moc Bai)	Conducted an analytical survey and the baseline survey, formulated an action plan. (conducted as the activity 2.2.6 (part of Output 2))	Continue and add new activities
4.1.2	Facilitation to improve Cambodia-Thai border point	-	Newly added
4.2	Market study in neighboring countries	Conducted as the activity 3.1	Conduct market survey in other countries

(0) General

JCC Meetings:

Planned	Actual
Once a year (and whenever deems it necessary)	0) 24 November 2020 (kick-off meeting) 1) 12 April 2021 2) 14 December 2022 3) 8 June 2023

It took 20 months the second JCC was held after the first JCC. It was because around one year after the first JCC, PD decided to postpone the second JCC until the logistics policies were approved (or about to be finalized) having an intention to invite more relevant authorities to the JCC in order to share the progress compared to the initially identified JCC members in R/D, and all parties agreed on her decision.

Monthly Meetings:

Planned	Actual
Not planned	1) 21 January 2021 2) 5 March 2021 3) 17 June 2021 4) 12 August 2021 5) 29 September 2021 6) 17 November 2021 7) 21 December 2021 - 23 February 2022 (WG leaders meeting) 8) 15 March 2022 - 8 April 2022 (WG leaders meeting) 9) 18 April 2022 10) 24 May 2022 11) 26 October 2022

While most JICA Experts needed to engage remotely and MPWT officers needed to work from home due to the pandemic, monthly meetings were held to share the progress of each WG and the challenges and requests. Considering the purpose of monthly meeting, after JICA Experts resumed their engagement on site and MPWT officers basically resumed to work at office, the frequency of monthly meeting was decreased as the need was lowered.

(1) Output 1

Activities of Output 1 are all completed by the end of Phase 1 and it is agreed that no more input is expected in Phase 2.

(2) Output 2

In general, in Cambodia, Policy means a long-term plan, Strategic Plan means a mid-term plan, and Action Plan means a short-term plan; therefore, at the initial stage of each WG activity related with logistics policies, each WG considered which level of plan was appropriate to have.

That is the main reason why each policy was transformed into Strategic Plan or Action Plan in Phase 2.

2.1 Facilitation of all priority projects implementation

Additional data collection survey for railway sector

Planned	Actual
Not planned	1) Provide a report about data collection survey on Railway and Agriculture products

Based on the request from MPWT to JICA for next new Logistics Improvement Project including railway sector, JICA conducted additional data collection survey (in a separate contract) in Phase 2. In this survey, the survey team (separately contracted) collected information about the direction of improvement of existing railway freight transport, coordinating situation of international railway operation with Thailand, and countermeasures to reduce logistics cost of exporting agriculture product such as rice. The drafted report was shared to MPWT by June 2023.

2.2.1 Training Needs Assessment

Activity 2.2.1 is completed by the end of Phase 1 and it is agreed that no more input is expected in Phase 2.

2.2.2 Conceptualization of Regional Warehouse

Activity 2.2.2 is completed by the end of Phase 1 and it is agreed that no more input is expected in Phase 2.

2.2.3 Preparation of Logistics Policies

1) Green Logistics Policy (Climate Change Action Plan for Transport Sector)

Planned	Actual
Follow-up to the submitted draft 1) Briefing on draft policy documents to responsible departments by JICA Experts 2) Review and revise (if needed) policy documents within responsible departments 3) Support to hold stakeholder meetings to finalize the policy draft	1) Briefing on draft policy documents to responsible departments by JICA Experts 2) Draft additional actions to Climate Change Action Plan (CCAP) for Transport Sector 2020-2023 in terms of Green Logistics and their Action Fiche both in Khmer and English 3) Enhance knowledge of WG on Green Logistics 4) Support finalizing the additional part of CCAP and its Action Fiche based on comments from relevant authorities and have it approved 5) Support a dissemination workshop (if necessary)

Project for Improving the Logistics System of Cambodia (Phase 2)

While WG reviewed the draft policy prepared in Phase 1, WG members found the contents are rather similar to the CCAP for Transport Sector which had already been available; accordingly, WG members decided not to create new policy but rather add some parts regarding Green Logistics. Therefore, Green Logistics Policy to be finalized was agreed to transform to the following two Green Logistics actions with Action Fiche to be added to CCAP for Transport Sector:

- “Promoting logistics hub development to reduce transport distance” under the Strategic Objective 2 of CCAP
- “Establishing green logistics public-private partnership to assist green logistics activities of private companies” under the Strategic Objective 3 of CCAP

WG members and JICA Expert worked on drafting additional part of CCAP and its Action Fiche both in Khmer and English; during this term, case studies of Green Logistics were introduced to enhance their knowledge. Those documents were revised based on comments from relevant authorities; then those were approved by Senior Minister of MPWT in September 2022.

The CCAP for Transport Sector and Action Fiche with Green Logistics components were introduced to the stakeholders at the 4th ASEAN Logistics Partnership Conference held on 4 November 2022. And Dissemination Workshop on Climate Change Action Plan (CCAP) for Transport Sector was held by GDPP on 15 May 2023 at Siem Reap inviting DPWT officials of Provincial government.

2) Cold Chain Policy (Cold Chain Action Plan of MPWT)

Planned	Actual
Follow-up to the submitted draft	1) Briefing on draft policy documents to responsible departments by JICA Experts
1) Briefing on draft policy documents to responsible departments by JICA Experts	2) Prepare draft of Cold Chain Action Plan
2) Review and revise (if needed) policy documents within responsible departments	3) Enhance knowledge of WG on Cold Chain
3) Support to hold stakeholder meetings to finalize the policy draft	4) Support finalizing Cold Chain Action Plan based on comments from relevant authorities and have it approved
	5) Support a dissemination workshop (if necessary)
	[Way Beyond]
	6) MPWT starts implementation of Cold Chain Action Plan

In the primary WG meetings, following activities were conducted with WG to enhance their knowledge: 1) SWOT analysis and identification of major issues for cold chain in Cambodia through case study of Thailand, and 2) mutual learning session with Thailand on Q Cold Chain.

Through the discussion in WG and Monthly Meeting, PD decided to focus on Cold Chain Action Plan (instead of a policy) so that the process would be simpler and quicker and mentioned the Action Plan can be upgraded to policy level later when it was necessary.

In the course of drafting Cold Chain Action Plan, International Standard ISO – 23412 (2020-05 Edition) and JSA-S1004 were introduced to WG, and study visit to a cold warehouse in Phnom Penh SEZ was organized by Chief Advisor.

Cold Chain Action Plan was reviewed within GDL and finalized by February 2022 and approved by Senior Minister of MPWT on 27 May 2022.

As the way beyond of the scope agreed on R/D, MPWT started implementation of Cold Chain Action Plan as follows:

- Formulation of Cold Chain Guideline

GDL is working on by itself to formulate Cold Chain Guideline (transport and warehouse) which is included in Cold Chain Action Plan (GDL and JICA Expert Team agreed no specific support were expected).

- Amendment of existing GDLT Prakas and issue of GDLT Instruction

GDLT Instruction No. 251 on Implementation of Cold Chain Transport was issued on 4 May 2022 to promote appropriate transport.

GDLT Prakas No.237 on amendment of Article 4, Article 8 and Appendix 2 of Prakas No.206 was issued on 1 June to register cold chain business; and GDLT Prakas No.238 on Amendment of Appendix 2 of Prakas No.207 was issued on 1 June to vehicle registration of reefer trucks.

Dissemination Seminar is under planning by GDL.

3) Regional Warehouse Policy (Regional Hub Policy -> Study on Logistics Hub in Cambodia)

Planned	Actual
Follow-up to the submitted draft	1) Briefing on draft policy documents to responsible departments by JICA Experts
1) Briefing on draft policy documents to responsible departments by JICA Experts	2) Re-drafted as Regional Hub Policy
2) Review and revise (if needed) policy documents within responsible departments	3) Restructure Regional Hub Policy to the study named "Study on Logistics Hub in Cambodia"
3) Support to hold stakeholder meetings to finalize the policy draft	4) With approval on the purpose, methods, and outputs, conduct the Study and prepare a report
	5) Support a dissemination workshop (if necessary)

Regional Warehouse Policy had two pillars: 1) vitalization of Southern Economic Corridor, and 2) logistics hub development plan with various aspects; however, considering progress in infrastructure development projects, WG decided to focus on logistics hub. Accordingly, the policy was transformed to Regional Hub Policy.

Regional Hub Policy aimed to define governmental activities to facilitate logistics hub to be developed by private sector; and WG and JICA Expert started drafting from December 2021.

However, in June 2022, DG of GDL proposed to expand the scope of Regional Hub Policy and rather to have a study named “Study on Regional Logistics Hub in Cambodia” to understand superiority of Cambodia as a logistics hub compared to neighboring countries, superiority of domestic logistics, and analysis and proposal of logistics hub Cambodia to be. Accordingly, WG members and JICA Expert drafted the study purpose, methods, and outputs; with approval on those, they conducted a study and formulated a report.

4) Truck Modernization Policy (Truck Modernization Strategic Plan)

Planned	Actual
Follow-up to the submitted draft	1) Briefing on draft policy documents to responsible departments by JICA Experts
1) Briefing on draft policy documents to responsible departments by JICA Experts	2) Formulate Truck Modernization Strategic Plan
2) Review and revise (if needed) policy documents within responsible departments	3) Support finalizing Truck Modernization Strategic Plan based on comments from relevant authorities and have it approved
3) Support to hold stakeholder meetings to finalize the policy draft	4) Support a dissemination workshop (if necessary)
	[Way Beyond]
	5) GDLT establishes three technical working groups to implement the Strategic Plan to have it approved

The situation around Truck Modernization Policy was changed after the completion of Phase 1 such as the decrease of vehicle import tax for EV, introduction of EURO4 emissions standard, which were already in line with some incentives and disincentives proposed in the draft policy.

Therefore, WG and JICA Expert decided to formulate Truck Modernization Strategic Plan which taken the latest situation into consideration and included ideas GDLT already had. The Strategic Plan 2022-2030 consisted of 4 strategic objectives and 13 actions, which was elaborated considering foreign practices as well and the draft in Khmer and English were finalized by May 2022 and approved by Senior Minister on 8 August 2022.

Dissemination seminar was held on 27 February 2023 with participation of around 70 persons from departments of MPWT and line ministries and private sectors.

As the way beyond of the scope agreed on R/D, GDLT prepared Prakas No.104 to establish three technical sub-working groups to implement the approved Strategic Plan and it was approved in March 2023. The three sub-WGs are 1) Sub-WG to work on renewing old trucks and modernizing trucking operation, 2) Sub-WG to provide the incentives to trucks with no effect to environment, 3) Sub-WG to improve the trucking operations.

2.2.4 Draft of Laws and Regulations

1) Registration and Licensing of Logistics Business

Planned	Actual
Not planned	1) Provide advice on Prakas formulation upon request from MPWT

On the initial work plan of CLIP2, both parties agreed that the support on Registration and Licensing of Logistics Business was completed by the end of Phase 1 and no more input was planned in Phase 2. However, as DOL took initiative to prepare Prakas based on the output provided in Phase 1; JICA Expert provided advices on request basis. The first draft Prakas was prepared to cover Multimodal Transport Operator (MTO) and Freight Forwarder (FF) by DOL. DOL secured budget to and discussed with GDLT on the second draft Prakas, which will be a sub-decree, to expand its coverage to Cold Chain, Warehouse, and Transloading in the second draft. The draft of sub-decree is still on the process to be finalized.

2) Accord Dangereux Routier (ADR) (Dangerous Goods on Land Transport)

Planned	Actual
Not planned	1) Provide trainings for Prakas finalization upon request from MPWT

On the initial work plan of CLIP2, no input was planned in Phase 2. However, upon the request from MPWT, JICA Chief Advisor supported a seminar by a Thai expert for GDLT officials and private sector on TOT. A Prakas on Dangerous Good on Land transport is on the way to be finalized.

(3) Output 3

3.1 Collection of different modes of data through desk research (statistics data, progress of implementation of MP) and market research

Planned	Actual
1) Extend and improve quality of logistics database by creating statistics database software and website	[Logistics Data Collection] 1) OJT for data collection and management 2) OJT for data cleaning
2) Logistics cost and time survey (domestic and cross-border)	3) TOT for Logistics Data Management Unit 4) Logistics cost and time survey (domestic and cross-border)
3) OJT for data management	5) Support data collection for statistics of AJTP
4) OJT for data cleaning	6) Feasibility study on data collection from non-MPWT stakeholders
	[Logistics Database] 7) Extend and improve quality of logistics database and share on a website 8) Formulate a draft Project Monitoring Guideline

	<ul style="list-style-type: none"> 9) Conduct questionnaire survey to neighboring countries 10) Conduct a Technical Visit to Thailand 11) Formulate a draft action plan for data collection and management improvement plan of MPWT 12) Organize an online workshop on transport and logistics data collection in neighboring countries
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Logistics Data Collection:

In the process of the Annual Report formulation, OJTs on logistics data collection, especially in the aspect of original data collection, data credibility assessment and cleaning, and data editing and management, were conducted in total around 80 times (approx. 1.5h/time, online and face-to-face), whose frequency was higher than initial plan because of remote work due to the pandemic. In the interest of sustainability, through coordination with DDG of GDL and Director of Department of Logistics M&E of GDL (DLME), DLME assigns key staff in charge of further logistics data collection and management. Corresponding with this movement, JICA Expert additionally provided Training of Trainers (TOT) for those senior staff.

M&E WG collected, as planned, the existing data related to logistics cost and time (domestic and cross-border) through the interviews and questionnaires with private sector. JICA Expert assisted this work for their drafting of Annual Report 2021 (the First Annual Report); while M&E WG took initiative to proceed by themselves for Annual Report 2022 (the Second Annual Report) as JICA Expert Team intended. Additionally, as DLME requested, JICA expert has assisted, M&E WG who worked on, data collection and submission for statistics of ASEAN Japan Transport Partnership (AJTP) twice by reviewing the data list, and identify some challenges regarding the data collection.

As mentioned in “II. 1. 1-1. Input by the Japanese side (Planned and Actual) (4) Handed-over equipment”, to conduct smooth online OJTs during the pandemic, as not all M&E WG members had laptops for their work, JICA procured and handed over six laptops with proper MS Office software and anti-virus software. In addition, JICA procured and handed over one desktop PC (with MS Office software and anti-virus software) with a monitor for common use in DLME for their data management and editing and report designing and editing.

Logistics Database:

In Annual Report 2021, M&E WG decided and published Selected Logistics and Transport Statistics by selecting prioritized and high-demanded data from broad logistics data in logistics database. The Selected Logistics and Transport Statistics is published on the GDL Website. For the collected relevant data during the preparation of the Annual Report 2021, all original data sources and information have been stored in the DLME server, which was granted in CLIP1, in a systematic manner (the filing plan was supported by JICA Expert) and the logistics database was updated as planned.

For the further extension and improvement of transport and logistics database in quality, during the Project implementation, both parties settled activities to be implemented as follows. JICA

Expert reviewed the database of World Bank and AJTP, then revealed data gap between Cambodia and other countries and missing data in Cambodia. JICA Expert and M&E WG considered an improvement plan of database in coordination with a professor from Thammasat University in Thailand and Transport Development & Strategy Institute (TDSI) in Vietnam, then discussed with departments in MPWT and line ministries, which were expected to be data sources, in the aspect of quality improvement of transport and logistics data and obtainment of new data. Not many new data were agreed to be provided; however, collaboration on quality improvement have been ensured.

In terms of project monitoring information, , JICA Expert and M&E WG additionally prepared Project Monitoring Guideline based on request by DLME of GDL. It was initially designed based on international practices and ASEAN guidelines, but monitoring methods have been adjusted considering the sustainability for GDL through the twice project monitoring process for Annual Reports 2021 and 2022. The draft guideline was prepared by May 2023 and sent to DLME for reviewing; then, proceed to GDL Management for feedbacks.

To create a statistics database, as no concrete activities were agreed initially, both parties agreed to additionally implement the following activities based on the request from MPWT:

- JICA Expert and M&E WG conducted questionnaire survey to Thailand, Vietnam, and Lao PDR to learn their methods of data collection and management (database, logistics information system).
- The Project conducted a Technical Visit to Thailand (as a Training in Third Country) inviting 5 officials from GDL and 2 officials from GDPP for 5 days to learn their data collection and analysis by visiting National Statistics Office (NSO), Ministry of Transport (MOT), Office of Transport and Traffic Policy and Planning (OTP) of MOT, to learn their method of logistics database creation and out-sourcing from Office of the National Economic and Social Development Council (NESDC), and to learn basic knowledge of transport modeling from an out-sourced company.
- After Technical Visit to Thailand, M&E WG discussed future data creation and management, then formulated some activities for MPWT on transport and logistics data collection and management improvement.
- JICA Expert sent out questionnaires to Malaysia, Thailand, Lao PDR, and Vietnam to understand the situation and practices of collecting transport and logistics data statistics. To share the knowledge and experiences, M&E WG and JICA Expert organized an online regional workshop in May 2023 inviting professionals in charge of transport and logistics data collection and management in relevant authorities from Thailand, Vietnam and Lao PDR.

3.2 Analyzation and evaluation of information and produce M&E reports

Planned	Actual
1) Issue semester and annual report on logistics (offer support on translation and publication by Japanese side)	1) Issue semester and annual reports on logistics (offer support on translation and publication by Japanese side)

Project for Improving the Logistics System of Cambodia (Phase 2)

2) Formulate analytical tools & templates for national logistics data	2) Formulate analytical tools & templates for national logistics data
3) Develop and finalize M&E Guideline (offer support on translation and publication by Japanese side)	3) Develop and finalize M&E Guidelines (offer support on translation and publication by Japanese side)
	4) TOT of M&E Guidelines

Annual Report / Progress Report:

DLME already started drafting the Second Progress (Semester) Report at the time the Phase 2 commenced; therefore, JICA Expert mainly assisted to draft a chapter related with the pandemic and provided translation assistance. The Second Progress Report both in Khmer and English were completed in August 2021. However, after that, M&E WG decided to focus on preparation of Annual Reports, instead of Progress Report, considering the available human resources and required time for data collection and reporting (approx. 9 months).

On the other hand, Annual Reports were formulated as planned. JICA Expert and project local staff conducted 66 OJT sessions in total to develop contents, such as reviewing logistics annual report in other countries for reference, preparing outline, data editing, creation of tables and figures, and report writing and editing, etc. With the strong intensions of DLME, the draft was prepared in Khmer first; therefore, project local staff translated it into English and JICA Expert commented and revised in English version, then M&E WG revised Khmer version. The draft of Annual Report of 2021 was finished by the end of 2021 and Khmer version was published in April 2022 and English version in June 2022.

M&E WG drafted the contents of Annual Report 2022 almost by its own effort (with some assistance from JICA Expert upon request) as the Project intended in the interest of sustainability, while JICA Expert and project local staff assisted its English translation/proofreading. Accordingly, Annual Report of 2022 in Khmer and English is under finalization.

Speaking of the publication (printing) assistance, the Project planned to assist publication of 200 copies of Progress Reports and 500 copies of Annual Reports; however, in actual, based on the request from GDL, the Project assisted the publication of the Second Progress Report for 200 copies of English version and 300 copies of Khmer Version and that of Annual Report 2021 for 300 copies of English version and 300 copies of Khmer version. On the other hand, through the discussion between both parties in terms of sustainability, GDL agreed to secure their own budget to publish Annual Report 2022 (both English and Khmer).

During the drafting of Annual Report, as planned, Excel-based templates were prepared. Those templates are prepared based on the advanced edited charts, so report editors only need to update the data every year. Before starting the preparation of Annual Report 2022, 50% of templates were ready; therefore, M&E WG utilized them in practice. The templates were revised during the preparation of Annual Report 2022.

M&E Guidelines:

Based on the OJTs documents and contents provided, JICA Expert prepared M&E Guideline as planned in the interest of continuous formulation of M&E Reports. Additionally, JICA Expert provided several TOT sessions for selected DLME officers to teach how to transfer knowledge

and train other officers with the guidelines from now on. Based on the TOT, the guidelines were updated.

3.3 Dissemination M&E reports to stakeholders

Planned	Actual
1) Prepare the contents of website to disseminate logistics MP implementation and reports on logistics	[Website] 1) Prepare TOR for website (framework and contents)
2) Prepare reports to submit to NLC/NLSC	2) Support website development including review of demonstration version and soft launch of website 3) Procurement of equipment [M&E Report Dissemination] 4) Support to organize M&E Report dissemination seminar [Support to NLC/NLSC] 5) <not applicable>

GDL Website Development:

Initially, JICA Expert was expected to support to prepare TOR for outsourcing website contents development to be published on MPWT website; however, GDL decided to develop a standalone website (NLC website) by themselves and requested the Project Team to support to develop contents. As requested by the Project Team, a WG, including technical staff from Department of Logistics Information, GDL, was established. WG worked with JICA Experts to develop website contents. Moreover, the Project assisted English translation of some of those contents. At the beginning, it was designed as NLC Website and the demonstration version was ready; but taking the delay of approval of coming MP as the reason, it was decided to be published as GDL Website for the time being with approval from PD in January 2023. Consequently, some contents were re-developed, and it was soft-launched by April 2023 and officially launched by May 2023.

For launching the GDL website, GDL requested to support enhancement of website operation environment as current environment was not appropriate. Accordingly, the Project handed over two units of RAM extension (for the existing server), one desktop with a monitor, and IP address fees for twelve months.

M&E Report Dissemination:

Due to the pandemic, the dissemination seminar of the Progress Report had to be held online in September 2021. The Project assisted mailing of the invitation with booked Progress Report to the stakeholders. The Progress Report is open to the public on the MPWT website.

The dissemination seminar of Annual Report 2021 was held at the hall of MPWT in July 2022. The Annual Report 2021 is also published on the MPWT website.

Since Annual Report 2022 is under finalization, its dissemination seminar is planned to be held by the initiative of GDL itself.

Support to NLC/NLSC:

During the Project term, no NLC meetings has been organized but the third NLSC was held on 19 April 2023. The NLSC meeting was rather focused on the draft sharing of the Comprehensive Intermodal Transport and Logistics Master Plan (CIT-MP) 2023-2033; then, no support on preparing any specific report to be shared in the NLSC was requested to JICA Expert.

3.4 Data Analysis for development of cross-border logistics network

Planned	Actual
1) Analyze impact of logistics infrastructure and logistics service improvement from the viewpoint of international logistics 2) Measure and monitor driving time in major economic corridors through driving experiments (in cooperation with neighboring countries)	1) Collect information on cross-border network by utilizing existing data (International Roughness Index (IRI) data, travel speed on Southern Economic Corridor, and result of cross-border transport survey) 2) Conduct a driving survey on Pray Vor route and analyze the result 3) Technical transfer (training) of survey method of Southern Economic Corridor

Since the land border crossing (at Poipet and Bavet) was prohibited due to the quarantine of pandemic until February 2022, the cross-border logistics network survey utilizing DRIMS (Dynamic Response Intelligent Monitoring System) for Bangkok – Phnom Penh – Ho Chi Minh (Southern Economic Corridor: SEC) was postponed. As an alternative, the road condition of SEC was analyzed by reviewing and collecting data from existing surveys (such as International Roughness Index (IRI) data and travel speed on the SEC); the cross-border situation of SEC was studied by the driving survey of Output 4 on traffic volume and border-crossing time at border posts. The results were shared with WG and compiled as Cross-Border Survey Report. Some results were shared with DLME to be reflected on M&E Reports. The skills of survey method of SEC were transferred through training to WG members so that they can continuously conduct necessary surveys from now on.

(4) Output 4

4.1 Border Point Improvement

4.1.1 Facilitation to improve Cambodian-Vietnam border point

Planned	Actual
1) Test implementation of priority lane in border area 2) Introduce border entry pre-confirmation system 3) Promote long term road-map for border point improvement (Border Improvement MP, survey for new border and access	1) Support on bilateral dialogue (Cambodia-Vietnam Joint Task Force) 2) Conduct pilot activity of smooth Border Processing 3) Promote long term road-map for border point improvement

road construction, introduction of SSI/SWI, CCA)
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Test implementation of priority lane in border area did not implemented because it is not applicable to existing Bavet-Moc Bai Border where have limited space for truck lanes and have physically only 1 lane at border check point.

Introduction of border entry pre-confirmation system did not either implemented because the congestion at the buffer zone was mitigated from 2021 since migration police started to control traffic and the number of waiting truck due to mal-documentation were decreased.

While, in November 2020, Senior Minister of MPWT, Cambodia, and Minister of Transport, Vietnam, agreed to establish Cambodia-Vietnam Joint Task Force (JTF) consists of 1) the team for improvement and facilitation of transport with Land Transport and Infrastructure Sub-WG, Waterway Transport Sub-WG, and Railway Sub-WG, and 2) the team for SSI/CCA. Border Improvement WG of the Project conducted border surveys and drafted Bavet Border Improvement Plan with the support from JICA Chief Advisor and JICA Experts to contribute to the JTF dialogues.

From 2019 up to now, several countermeasures to improve border-crossing were taken by Cambodian government (line ministries and authorities, local governments), Vietnamese government and private sector. However, analyzing the traffic survey at the Bavet border post, Border Improvement WG identified the bottleneck border check point; then facilitated pilot activity by border authorities (Bavet Immigration Police and Bavet Custom) to speed up border check points procedures by receiving documents directly from truck drivers to increase the cross-border truck volume. It was proved to contribute to increase the border processing; while, the need of expansion construction for more lanes, and need to realize earlier border crossing in the morning time for inbound loaded trucks were proposed in the report.

In terms of long term road-map for border point improvement, considering the future traffic volume of Bavet border due to future development of SEZ and private industries, the current border facility capacity will not be sufficient. Based on the result of pilot activity, for the short- and mid-term countermeasure, improvement of operation of existing border facility and minor upgrade of facility are required, while expansion or new border post development is required in a long run. Therefore, JICA Expert has prepared the report of survey on candidate location of new border point near Bavet. It is shared with stakeholders and finalized through discussion with them.

4.1.2 Facilitation to improve Cambodian-Thai border point

Planned	Actual
Support for temporary opening of Stung Bot border	Support for temporary opening of Stung Bot border
1) Temporary facility	1) Temporary facility
2) Necessary pavement	2) Necessary pavement
3) Extension of opening hours (in cooperation with GDCE-MEF and private sector)	3) Extension of opening hours (in cooperation with GDCE-MEF and private sector)

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Cambodia and Thailand concluded a MOU to agree facilitation of temporary opening of Stung Bot international bridge in December 2021; however, it was understood that Thailand was negative for the temporary opening as of February 2022. In April 2022, MPWT chaired a meeting to propose a layout plan for installation of SSI at Stung Bot border; however, Thailand did not share the layout plan of Ban Nong Ian border facility including bus and passenger terminal as of June 2022. In July 2022, high level dialogue between MPWT and NESDC of Thailand was resumed and friendship MOU was concluded; then, Cambodia regional connectivity project was shared with NESDC in November 2022. Due to unavailability of Poipet border affected by the fire at a hotel, Stung Bot border was started to temporary operate on 30 December 2022.

JICA Chief Advisor and JICA Expert prepared, through site visit, a Stung Bot border facility layout improvement plan and presented it to PD in April 2021. After another field survey by Border Improvement WG and JICA Chief Advisor, WG proposed a Stung Bot border soft opening preparation in September 2021; then, MPWT received an approval from MEF of the budget on temporary office detailed design and cost estimation in December 2021. Temporary facility was completed by June 2022.

During the Project, Border Improvement WG, JICA Chief Advisor and JICA Expert kept following up the progress of pavement at Cambodia side and road construction at Thailand side until they were completed.

GDL and JICA Expert conducted field surveys in September and December 2022 and proposed countermeasures for bottlenecks of cross-border procedure, processing time, and border facilities; then, GDCE and Poipet border authorities succeeded to open the border from 6:30am.

4.2 Market Survey in neighboring countries

Planned	Actual
Conduct market survey and site visit of border facilities in neighboring countries (for promotion of SSI)	<ol style="list-style-type: none"> 1) Conduct a preparatory Thai Visit 2) Conduct a Thai Visit (executives and technical staff) 3) Conduct a Vietnam Visit (executives and technical staff)

Due to the pandemic and its quarantine, it was difficult to cross border and Market Surveys could not be conducted in 2021; meantime, JICA Expert assisted MPWT to sustain the network created through the Phase 1 with TDSI of Vietnam and NESDC of Thailand by obtaining latest information via online meetings.

In May 2022, two MPWT officials, JICA Chief Advisor and JICA Expert conducted a preparatory visit to Thailand to check any obstacles or requirement, for realizing the market survey, by organizations to visit. The delegation had meetings with NESDC, EEC Secretariat, OTP of MoT, Logistics Association, and Aranyaprathet Customs, and visited Lat Krabang ICD, Laem Chabang Port, and Industrial Estate at Aranyaprathet.

Then, in July 2022, Thai Visit for market survey was conducted inviting ten MPWT's high levels and officials. They visited NESDC, Office of EEC, and OTP to learn their logistics administration and Lat Krabang ICD, Rom Klao Truck Terminal, TIFFA, and Laem Chabang

Port to learn their latest logistics facilities and way of governmental intervention to facilitate logistics corridor development. With Thai Customs, the delegations discussed how to improve the border between Cambodia and Thailand. In addition, a MOU was concluded between GDL and NESDC with support of JICA Project.

In August 2022, Vietnam Visit for market survey was conducted inviting fifteen MPWT's high levels and officials and two persons from private sector. They visited Ministry of Industry and Trade, Ministry of Transport, and Transport Development and Strategy Institute to discuss transport and logistics policies and VALOMA, Foreign Trade University, and Vietnam Logistics Association to discuss logistics human resource development. The delegation had field visits to or networking meetings with Global Logistics Services, VISABA, YCH Superport, Cat Lai Port, Gemalink Port, and Moc Bai Customs.

2. Achievements of the Project

2-1 Outputs and indicators

(Target values and actual values achieved at completion)

(1) Output 1 (foundation layer)

The status of Logistics M/P such as finalization, sensitization and authorization

The support from JICA was completed in Phase 1; however, MPWT continued formulating succeeding Master Plan of Interim Master Plan on Intermodal Transport Connectivity and Logistics System (ITC-LS) approved by NLC in Jan 2020, which was now named as Comprehensive Intermodal Transport and Logistics Master Plan (CIT-MP) 2023-2033. The draft of CIT-MP was shared in the third NLSC meeting and Stakeholders Consulting Meeting held in April 2023; and it is about to be finalized, while English version has to be prepared.

Periodical convening NLC and NLSC meetings

The support from JICA was completed in Phase 1; however, MPWT organized the second NLC meeting in October 2020, the second NLSC meeting in July 2021, and the third NLSC meeting in April 2023.

Public Private Partnership framework reform

The support from JICA was completed in Phase 1; no specific activities by MPWT was observed during the Project period.

(2) Output 2 (action plan layer)

The number of projects in Intermodal Transport Connectivity and Logistics System (ITC-LS) Master Plan facilitated/coordinated for implementation.

Since ITC-LS MP (or CIT-MP in latest name) has not been either finalized or authorized, the number of projects in Interim Master Plan on Intermodal Transport Connectivity and Logistics System (ITC-LS) approved by NLC in Jan 2020 is monitored as following: 30 projects (short-term, medium-term, and long-term) out of 74 projects in the Logistics Priority List are under implementation or completed.

The number of projects and activities implemented by MPWT which is related to JICA Project.

1) Training Needs Assessment (TNA)

Logistics Training Plan is formulated in Phase 1 and the support from JICA was completed in Phase 1.

2) Conceptualization of Regional Warehouse (Regional Logistics Hub Policy in Cambodia)

Regional Logistics Hub Policy (or equivalent) was expected to be approved within MPWT in Phase 2; however, though the draft policy was updated from Phase 1, different ideas on scope of the policy were existed in MPWT; then, WG decided to have a report of Study on Regional Logistics Hub in Cambodia as the output.

3) Green Logistics

Actions in CCAP and Action Fiche were approved within MPWT as planned; therefore, the level of achievement is full.

4) Cold Chain

Action Plan for Cold Chain was approved within MPWT as planned; therefore, the level of achievement is full. Furthermore, MPWT started to implement some actions mentioned in the Action Plan.

5) Last One-Mile Delivery

The draft of Last One-Mile Policy was completed in Phase 1 and the support from JICA was completed in Phase 1.

6) Logistics Complex

The draft of Logistics Complex Regulation was completed in Phase 1 and the support from JICA was completed in Phase 1.

7) Warehouse Business

The draft of Warehousing Business Regulation was completed in Phase 1 and the support from JICA was completed in Phase 1.

8) Registration and Licensing of Logistics Business

The draft of Logistics Business Registration Law was completed in Phase 1 and the support from JICA was completed in Phase 1. However, MPWT established a WG to draft a Prakas based on the output of Phase 1 but expanding the targets.

9) Transport of Dangerous Goods

GDLT has finalized the draft Prakas on Safety of Dangerous Goods Transport by Road based on ADR, by the support of training session in Phase 2.

10) Truck Modernization

Strategic Plan of Truck Modernization was approved within MPWT; therefore, the level of achievement is full. Furthermore, MPWT approved the establishment of three technical working groups to work on implementation of the Strategic Plan.

(3) Output 3 (M&E layer)

Progress of M&E IT system development

No concrete support on M&E IT system development was agreed during the Project; however, both parties agreed on some preparatory works. Sustainable data collection by GDL has been achieved. Occasional publication of key transport and logistics statistics to the public is not planned to be realized at this moment. Action Plan for the M&E IT System was prepared and presented to PD.

Completion of initial statistic data set and continuous update

Excel-base database has been updated once a year since stakeholders provide annual data.

Periodical organization of dialogues (e.g., dissemination seminars) of M&E progress or annual reports.

For each occasion that Progress Report or Annual Report was finalized and ready to be published, dissemination seminar was organized by GDL.

Posting of logistics-related official documents and selected logistics and transport statistics online.

GDL Website was soft-launched and it is open to public. In the GDL Website, all reports

Reporting status of MP implementation and results of marketing analysis

Progress Reports and Annual Reports have been periodically published.

(4) Output 4 (regional coordination layer)

Establishment of regular dialogues between Thai/ Vietnam and Cambodia

Regular dialogues between Thailand and between Vietnam were established and the meetings were held several times when it was necessary.

The number of pilot project(s)/ countermeasure(s)/ initiative(s) for facilitating border crossing.

No.	Improvements	Month/Year	Implementor	Effects
Bavet, Pray Vor / Poipet, Stung Bot				
1	Abolition of import/export inspection by CamControl	Jan 2019	Gov. of Cambodia	Reduction of customs clearance time and logistics cost
2	Risk-based inspection of importing cargo	Feb 2019	GDCE	Reduction of customs clearance time and logistics cost, congestion reduction on NR1
3	Digitalization of customs clearance (relaxation of requirement of original documents)	Jan 2022	GDCE	Reduction of customs clearance time and logistics cost

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Bavet, Pray Vor				
4	Expansion of NR1 close to the border	2016-2021	Svay Rieng Province, DPWT, ADB	Improvement of access to facilities and buildings along NR1, congestion reduction on NR1
5	Traffic control on buffer zone by Immigration Police	Apr 2021	Immigration police	Congestion reduction on NR1
6	<i>New parking development in the border</i>	<i>Aug 2021</i>	<i>Private sector</i>	<i>Congestion reduction on NR1</i>
7	Commencement of operation of Pray Vor Border	Sep 2021	Gov. of Cambodia, supported by ADB	Reduction of traffic volume of Bavet Border
8	Road expansion (4 lanes on each side) of buffer zone of Cambodia side	May 2022	Gov. of Cambodia	Congestion reduction of the buffer zone
9	<i>Road expansion (4 lanes on each side) of buffer zone of Vietnam side</i>	<i>Mar 2023</i>	<i>Gov. of Vietnam</i>	<i>Congestion reduction of the buffer zone</i>
Poipet, Stung Bot				
10	ID card with QR for immigration at Poipet Border	May 2022	Immigration Police	Simplification of cross-border procedure
11	Soft open of Stung Bot Border	Jan 2023	Gov. of Cambodia	Open of new border post

The number of trucks passing the border during the peak hour (Poipet, Stung Bot, Bavet).

- 1) Poipet / Stung Bot: the number of trucks passing the Poipet border in November 2022 was 39 trucks/h at 10am; in April 2023 (after the border post is shifted from Poipet to Stung Bot) the number of trucks passing the Stung Bot border was increased to 58 trucks/h at 9 am. The waiting queue was shortened from 2,610m (=112 trucks) at 7:45am in November 2022 at Poipet to 185m (=7 trucks) at 8:45 in April 2023 at Stung Bot. Cross border time from Thailand to Cambodia at 7am-9am is also shortened from more than 120 minutes at Poipet in November 2022 to around 20 minutes at Stung Bot in April 2023.
- 2) Bavet: the volume was increased from 50 trucks/h (in September 2022) to about 80 trucks/h (in February 2023).

2-2 Project Purpose and indicators

(Target values and actual values achieved at completion)

Progress of the Logistics M/P implementation and Monitoring and Evaluation (M&E)

Logistics M/P implementation is progress for 40.5 % (the detail is mentioned below.)

Periodical M&E report publication has been realized and M&E WG is now capable to work on it independently. The cooperation of relevant stakeholders (especially departments of MPWT) for smooth and effective data collection is crucial but still being a challenge; currently, to overcome this challenge, GDL M&E WG is proceeding intra-ministerial arrangement with Project Monitoring Guideline.

The number of priority action plan implemented.

The number of projects in Interim Master Plan on Intermodal Transport Connectivity and Logistics System (ITC-LS) approved by NLC in Jan 2020 is monitored as following: 30 projects (short-term, medium-term, and long-term) out of 74 projects in the Logistics Priority List (out of 320 total priority projects in Interim Master Plan) are under implementation or completed. The 30 projects includes some projects supported by JICA under the Project.

3. History of PDM Modification

JICA planned to update the Objectively Verifiable Indicators on PDM by conducting Mid-Term Review; however, due to the pandemic, JICA postponed assigning and dispatching an external expert to conduct the review. Considering the high need of indicators modification for proper progress monitoring of activities, JICA approved modification through internal discussion between Cambodian side and Japanese side. Each WG and JICA Experts discussed and proposed amended indicators in Sep-Dec 2021 and PMU generally agreed on the amendment. The amendment of indicators was officially approved at the second JCC in Dec 2022. Accordingly, the minutes of meeting on PDM (indicator) modification was signed by both parties in Mar 2022.

4. Others

4-1 Results of Environmental and Social Considerations (if applicable)

Not applicable

4-2 Results of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

Not applicable

III. Results of Joint Review

1. Results of Review based on DAC Evaluation Criteria

(1) Relevance (Rating: High)

Logistics System Development is still prioritized in the Industrial Development Policy 2015-2025 of Cambodia since it plays an important role in promoting the economic

diversification, effecting profound structural change, and improving competitiveness. Pentagon Strategy (draft) also prioritize logistics. There is no change regarding the Cambodian stance.

National Strategic Development Plan (NSDP) 2019-2023 has mentioned the development of logistics system in Cambodia to diversify the Cambodia economy and realization of “stable, reliable, and cost-effective logistics system.” Logistics Master Plan has also ended in the road development policy by MPWT and MPWT is trying to minimize the investors’ cost and environmental load.

MPWT confirms that the pandemic did not change that Cambodia had put the effort and prioritization on the implementation of the Logistics Master Plan; however, it had changed the timeline of the projects implementation. Also, the regional dialogue, among MEKONG and ASEAN countries, have a positive impact on Cambodian plan, particularly on the Logistics Master Plan, since all countries have one common ground to improve the connectivity within the region. It is clear that Cambodia needs to develop better system comparing the current situation with neighboring countries.

Therefore, relevance with Cambodian development policy is high.

In terms of development needs, MPWT admits that capacity for policy makers and implementors is required since “logistics” is still new in Cambodia and especially GDL is newly established department. Also, capacity development is much important because the implementors have to understand and be able to apply what has been stated in the policies or plans and they should learn how neighboring countries deal with logistics. For monitoring of border situation, GDL had no capacity/skill to conduct surveys, which resulted in difficulty to understand actual bottleneck.

Hence, enhancement of capacity building was crucial to facilitate Logistics Master Plan implementation.

(2) Coherence (Rating: High)

In the Japan’s Official Development Assistance Charter, as a part of Priority Policy Issues by Region, it is highlighted that Japan will, particularly with respect to the ASEAN region, support the establishment of the ASEAN Community as well as the comprehensive and sustained development of ASEAN as a whole, which will include a focus on the development of both physical and non-physical infrastructure that is needed for strengthening connectivity and the reduction of disparities both within the region and within individual countries.

Accordingly, Government of Japan has supported, under Japan-ASEAN Connectivity Initiative, ASEAN’s efforts to strengthen connectivity in order to narrow the gaps in the ASEAN region and further facilitate the integration of ASEAN community based on the Master Plan on ASEAN Connectivity (MPAC) 2025 and Ayeyawady-Chao Phraya-Mekong Economic Cooperation Strategy (ACMECS) Master Plan. Together with strengthening of physical connectivity, Japan promotes institutional and people-to-people connectivity by implementing technical cooperation projects so that synergies are expected to be created between physical infrastructure and soft infrastructure; this Project is one of those technical cooperation projects.

Development Assistance Policy for Cambodia of Japan aims to support enhancement of socio-economic infrastructure of Cambodia for becoming an upper middle income country by 2030. One of the three priority areas of assistance is Industrial Development, which includes enforcement of hard and soft logistics network (road, port, customs, etc.) for enhancing regional connectivity and industrial development. Under this policy, this Project is included in the assistance projects list for Cambodia as a part of Logistics Facilitation and Strengthening Program.

In addition, this Project is implemented expecting to contribute to Goal 9 of SDGs: Build Resilient Infrastructure, Promote Sustainable Industrialization and Foster Innovation.

(3) Effectiveness (Rating: High)

Periodical publication of M&E Progress/Annual Reports was achieved. Even though the pandemic affected smooth data collection and monitoring since it became a bit difficult to collect relevant data, to meet with other departments for data collection, or to issue request letters, and made some officers unable to work for being infected, GDL managed to continue M&E activities. Taking the fact that Annual Report 2022 was mostly prepared by M&W WG independently into consideration, MPWT is now generally capable to manage M&E of master plan implementation. In addition, MPWT highly agrees that their capacities were developed mostly through the number of OJTs of Output 3 and cross-border traffic surveys of Output 4 and, without those activities, they were not capable to manage report making (including data collection and analysis) and conducting surveys (including questionnaire development, interview skill). In addition, MPWT believes M&E activities pushed the projects mentioned in the Master Plan to be progressed.

For the priority action plan implementation, priority actions agreed to be implemented in the Project as Output 2 and Output 4 are generally be implemented and achieved, besides Regional Logistics Hub as explained in II. 1-3. (2). For the other priority projects mentioned in the Master Plan, 40.5% of all programs (52.6% out of 57 programs planned for short- and middle-term targeted by 2022) has been implemented or on-going, while some projects were on delay due to the pandemic itself or the tenders of experts for implementation of some priority projects were on delay because of financial limitation affected by the pandemic. MPWT believes Output 2 supported capacity development for some extent even though it was not visible. As for Output 4, MPWT believes it developed capacity of bilateral dialogue and of evidence-based countermeasures consideration for border improvement. MPWT recalls that it was pleasure, in August 2022, to share good progress of border improvement with stakeholders, including Japanese investors, and especially Council for the Development of Cambodia (CDC) appreciated the progress.

MPWT mentioned that Output 1 was also important in Phase 1 since MPWT needed the initiative first so that they can move on to the implementation phase. Therefore, all outputs are deemed to contribute to capacity building of logistics related stakeholders and to facilitation of Logistics Master Plan implementation.

(4) Efficiency (Rating: High)

	Plan	Actual
Project Term (Phase 2)	October 2020 – May 2023	October 2020 – June 2023
Project Fund (Japanese side)	273.0 million JPY	266.9 million JPY

Because some of the project activities have been suspended due to the pandemic, project term was extended for one month to achieve the project purpose after resuming the project activities. However, since JICA Chief Advisor and one JICA Expert were engaged the project on site even under the pandemic while the other JICA Experts contributed remotely, the project term extension was minimum.

The project fund is slightly decreased even though the increase of workload of JICA Experts, the number of trainings/trainees, and handed-over equipment as described in II. 1. 1-1. (2), (3), (4). The cost for those additional input was balanced with the decrease of travel cost and vehicle cost which because unnecessary due to remote work during the pandemic. The increase of workload, trainings/trainees and the procurement of equipment were requested by MPWT when it came to be necessary and approved promptly by JICA with minimum cost (some additional costs were balanced with other planned costs). For the handed-over equipment, they were critical to implement the Project and ensure the achievement of output.

Based on those inputs, the level of achievement of Output 2, Output 3, and Output 4 is high as described in II. 2. (2), (3), (4) and all WG agrees that the project term was proper. Especially for Output 3, M&E WG leader assesses that, without additionally procured equipment and activities, the output could not be achieved. For Output 4, Border Improvement WG leader assesses it was not enough but best. For Output 2, one out of four WG leader mentioned they expected more OJT; however, considering the level of achievement, the input was minimum enough. At the same time, it is observed that some JICA Experts implemented out-of-duty work for free for some extent. All in all, the input was minimum enough and it was efficient.

(5) Impact (Rating: Middle)

Though the detail is described below in IV. 1., the Project will contribute to the achievement of Overall Goal in a long run; however, it would depend on the final CIT-MP to be implemented and the future logistics administration structure. Since the pandemic had negative impact on logistics business development especially for international trade, the achievement of Overall Goal would take more time than initially estimated.

The positive impact of the Project which MPWT highlighted is that more officials of MPWT start to understand what “logistics” is through the Project while the notion was new to Cambodia. It used to be considered same as transportation (especially land transport), now, MPWT officers involved in the Project understand it has more diverse components, including soft infrastructure. This understanding should contribute to realization of “Stable, Reliable, and Cost-effective Logistics System”.

Related with Green Logistics, MPWT is pushing to modernize their technology and know-how as mentioned in NSDP 2018-2023 and believes it may help the economy to be diversified

without harming the environment as well as the indigenous people. This also contributes to reliable logistics system development.

The factor which may affect the achievement of Overall Goal, especially cost-effective logistics, is relatively high fuel and electricity cost for logistics companies.

At this moment, no specific negative direct or indirect impact is assumed.

(6) Sustainability (Rating: Middle)

Capacity development has been done in good level during the Project; however, in terms of structure, human resources, and financial resources, there are some concerns to ensure the sustainability of the Project results.

First of all, the Interim Master Plan on Intermodal Transport Connectivity and Logistics System (ITC-LS) approved by NLC in Jan 2020 and valid now is going to be succeeded by Comprehensive Intermodal Transport and Logistics Master Plan (CIT-MP) 2023-2033. It is expected to have 15 logistics projects out of 81 projects in all, which consists of (i) 8 projects for logistics centers/parks development area, (ii) 4 projects for information platform for smart logistics & efficiency area, (iii) 2 projects for improvement of logistics governance area, and (iv) 1 project for logistics policy area. Being comprehensive, the structure of the Master Plan is going to be different from the original Logistics Master Plan, which this Project was initially designed for. Output 1 may contribute to implementation of the projects mentioned in (iii), Output 2 and 4 to the projects in (iv), and Output 3 to the projects in (ii). As addressed by JICA in the Stakeholders Consultation Meeting to review the draft of CIT-MP on 19 April 2023, CIT-MP has huge portion of hard transport infrastructure projects and just a few logistics projects, especially in terms of soft components. Therefore, in the policy level, the sustainability of the project result is highly depending on the final structure of CIT-MP.

Assessing each Output level, related to Output 1, in the Phase 1, GDL obtained enough capacity to keep functioning as the secretariat of NLC and NLCS.

For Output 2, regarding Truck Modernization, three technical sub-working groups were approved to be established to implement three activities mentioned in Truck Modernization Strategic Plan, which means MPWT took initiative to put the Strategic Plan into the implementation stage. However, GDLT has to allocate limited budget of the department by prioritizing activities to implement those activities; then, GDLT believes it requires assistance from development partners. Therefore, the ownership is appreciated in terms of sustainability but the financial arrangement would be a problem. In addition, all vehicle in Cambodia will be expected to meet EURO5 standards by 2027; accordingly, their Prakas has to be updated shortly.

As for CCAP for Transport, GDPP evaluate themselves that optimistically they can continue work on formulation of policies/regulations as necessary since they have already got a roadmap. However, the matter is human resource available, accordingly to them.

Related to Cold Chain, GDL believes they have equipped capacity to develop guideline-level rules; however, they believe it is still difficult for them to deal with formulation of laws or policies, which requires more coordination and preparation.

For Output 3, DLME of GDL can now fully capable to produce M&E reports by themselves, including data collection and analysis, and they can continue those activities with capacities they obtained through the Project. However, they are facing difficulty on human resource shortage; they believe they need some backup staff for their duty continuity. Considering the work volume for drafting Annual Report, the M&E team is proposing to focus on Annual Report and not to prepare Progress Report; this is still under discussion within GDL and MPWT. GDL feels disappointed M&E IT system could not agree to be assisted believing it could cover human resource shortage with its efficiency for some extent. In addition, ideally, DLME of GDL prefers to obtain more advanced capacity on data analysis, including calculation of logistics cost per GDP.

Regarding GDL website, the budget for website operation (IP address fee) and maintenance of handed-over desktop was requested to NLC budget; therefore, they have ownership to sustain the website with some financial resources. However, only one technical staff from DLI is assigned for technical management and operation, while some officers from each department of GDL are assigned for contents confirmation. For the future smooth operation, technical team has to be strengthened.

For Output 4, MPWT promises to maintain the established dialogue with Vietnam and with Thailand. It is because connectivity (waterway and railway) with Vietnam is getting more important and Thailand became to pay more attention and even Ministries of Foreign Affairs of Cambodia and Thailand are now working on connectivity enhancement. In terms of border improvement, MPWT believes they can conduct necessary survey to identify/follow up bottlenecks at the border skill-wise; however, they require more assistance in financial resource. GDL requests an assistance of procurement of vehicle for their data collection/border traffic survey for the future use so that they can skip some budget arrangement procedures to conduct those surveys.

To sum up, capacity (in terms of skills) is well enhanced to ensure the sustainability; while additional capacity building for future logistics governance would be preferable, such as capacity to formulate laws and policies (not Action Plan or Strategic Plan) and to conduct advanced data analysis regarding M&E. The challenges mainly lie in human resource availability and financial resource allocation, which requires MPWT's initiative and some financial support from development partners. As the record, GDL had 100 officers when the Phase 1 started; however, now only 66 officers as some officials were moved out. Excluding some management positions, the actual number of working-officers is now around 40, including the contract officers. Therefore, some capacities obtained were lost and most officers were overloaded due to shortage of human resources compared to GDL's duties. MPWT admits that the budget tends to allocate for public works projects, not for logistics, though they are doing their best in the interest of industries and customers because it affects their economy.

2. Key Factors Affecting Implementation and Outcomes

Not applicable

3. Evaluation on the results of the Project Risk Management

Not applicable

4. Lessons Learnt

Due to the pandemic and quarantine procedures of both countries, JICA Experts had to refrain to visit Cambodia for certain period. Meantime, a JICA Chief Advisor (a long-term Japanese expert based in Cambodia), a JICA Expert (a Cambodian expert hired by Japanese consulting company in Japan but returned to Cambodia due to the pandemic), and local staff hired by the Project engaged on site even during the term MPWT took work-from-home policy. It assisted to communicate well with the project implementation structure (PMU) of MPWT newly established from Phase 2 and departments started to be involved from Phase 2; also, it assisted well to keep implementing the Project remotely even under the pandemic.

MPWT equipped to manage online meetings and PMU was able to follow-up the project progress by holding online monthly meetings. WG members were also got use to communicate through the online meeting platform. However, some WG members from GDL did not have proper hardware environment to attend OJT sessions from home; then, the Project handed over six laptops to have them ready for their capacity building.

IV. For the Achievement of Overall Goals after the Project Completion

1. Prospects to achieve Overall Goal

The Overall Goal “Stable, Reliable and Cost-effective Logistics System, in accordance with transformation and modernization of Cambodia’s industrial structure, is developed” will likely be achieved for some extent; the key will be the contents of CIT-MP and further logistics administration to be implemented by MPWT.

MPWT agrees that, in general prospects in the long run, Logistics Master Plan Implementation has impact to the cost of logistics system and transformation and modernization of Cambodia’s industrial structure and believes that Overall Goal will be achieved slowly but surely as the Project made small improvement and made tendency to keep improving. Especially, border improvement activities (work performance improvement and road widening etc.) enabled more trucks to cross the border, saved time for cross-border procedure, and improved the capacity of border authorities; MPWT knows where the bottlenecks lie and what needs to be improved. In logistics complexes, all containers can do cross-docking, which makes the operation smoother and systematic. SEZ also enables companies to save some transport cost. Green logistics contributes to the current trend of environmental friendliness. All those good examples contribute to stable, reliable, and cost-effective logistics system and even to transformation and modernization of the industry as industries can be more productive with lower price, which is win-win situation for industries and customers.

However, Government of Cambodia is still working on CIT-MP. This would be the main document to define the direction of logistics administration, therefore its contents are very important for MPWT to keep working on realization of stable, reliable, and cost-effective logistics system. Under the current situation, no specific future strategy or implementation structure are considered, but MPWT understands they need to have those otherwise things will not be changed to support industry and economy and it affects to the rank of LPI. In addition, human resource assignment and budget allocation will be the key to continue the logistics-related administration as mentioned in III. 1. (6) Sustainability and it affects the achievement of Overall Goal. Furthermore, NSDP and IDP will reach to its target year in 2023 and 2025 respectively; therefore, for the achievement of the Overall Goal, coming superior policies are expected to prioritize logistics improvement.

In addition, MPWT observed some logistics companies stopped their businesses during the pandemic, which affected the development of logistics system and international trade, especially import from the U.S. and EU; MPWT considers it would affect the achievement of IDP. Accordingly, the achievement of Overall Goal would delay.

Following Objectively Verifiable Indicators mentioned in PDM to measure the achievement of Overall Goal are generally appropriate at this moment:

- Capacity of transport (logistics volume)
- Trade volume
- Variety of transport modes for industrial sector
- Time, cost and reliability measurements
- Logistics Performance Index (LPI)

2. Plan of Operation and Implementation Structure of the Cambodia side to achieve Overall Goal

At this moment, no specific arrangement has been done. Once CIT-MP is finalized and approved, further implementation structure related with logistics administration will be arranged to implement logistics-related projects mentioned in CIT-MP.

In addition, high-level personnel reshuffle is anticipated in consequence of the national election in July 2023. Even under the new management, it is highly expected MPWT will sustain proper implementation structure of logistics administration.

3. Recommendations for the Cambodia side

Some MPWT officials involved in the Project surely understand “logistics” is not only about road connectivity, while as addressed by JICA in the Stakeholders Consultation Meeting to review the draft of CIT-MP on 19 April 2023, CIT-MP focuses on physical connectivity and limitedly deals with logistics-related projects, especially in terms of soft components. The understanding on logistics as the combination of hard and soft infrastructure should be sustained

to seriously realize “Stable, Reliable, and Cost-effective Logistics System” with right intervention by MPWT, even under CIT-MP with new management personnel structure.

MPWT admitted that the budget is mainly allocated to public works projects, not much to logistics. Considering this, what “logistics” is should be understood widely in MPWT to secure necessary budget for logistics administration. In addition, GDL may function better as a coordinator among related departments in MPWT and line ministries and even other stakeholders to get them involved in better logistics administration which is diverse from hard to soft components.

4. Monitoring Plan from the end of the Project to Ex-post Evaluation

(If the Project will be continuously monitored by JICA after the completion of the Project, mention the plan of post-monitoring here.)

It would probably be monitored through the coming logistics related project.

ANNEX 1: Results of the Project

(List of Dispatched Experts, List of Counterparts, List of Trainings, etc.)

ANNEX 2: List of Products (Report, Manuals, Handbooks, etc.) Produced by the Project

ANNEX 3: PDM (All versions of PDM)

ANNEX 4: R/D, M/M, Minutes of JCC (copy) (*)

ANNEX 5: Monitoring Sheet (copy) (*)

(Remarks: ANNEX 4 and 5 are internal reference only.)

Separate Volume: Copy of Products Produced by the Project

ANNEX 1: Results of the Project

1. List of Dispatched Experts

Position	Tasks
Chief Advisor (long term)	To coordinate with Project Director and Project Manager to manage the progress of the project.
Team Leader/ Logistics Administration/ Logistics Policy Facilitation Expert (short term) 13.71 p/m	To conduct activities related with Green Logistics Policy (CCAP for Transport), Regional Warehouse Policy (Study on Logistics Hub), and Truck Modernization Policy (Truck Modernization Strategic Plan). *After the resignation of Deputy Team Leader: To conduct border point surveys and formulate long term road-map for border point improvement
Deputy Team Leader/ Facility Planner of Cross-Border Logistics (short term) 2.97 p/m	To conduct border point surveys and to follow up the temporary opening of Stung Bot border.
International Logistics Strategy and Connectivity (short term) 9.33 p/m	To conduct data analysis for development of cross-border logistics network and to conduct activities related with Cold Chain Policy (Cold Chain Action Plan).
Logistics M&E and Analysis Expert (short term) 14.03 p/m	To conduct activities related with logistics data collection, logistics database, analyzation and evaluation of information and produce M&E reports, M&E reports dissemination, GDL website, and the training in third country (Thailand).
Cross-Border Logistics Operation Expert (short term) 7.20 p/m	To facilitate bilateral dialogue of Cambodia-Vietnam and Cambodia-Thailand, to follow up the pilot projects/ countermeasures/ initiatives for facilitating border crossing.
Study Visit Expert (short term) 3.37 p/m	To plan market surveys in neighbouring countries. *Due to the unavailability, the expert is replaced by Logistics M&E and Analysis Expert from March 2022.
Capacity Building/ Project Evaluation Expert (short term) 3.42 p/m	To draft Monitoring Sheets and Project Completion Report.

The number of experts were dispatched as planned; however, the two changes were happened as follows:

- Replacement of Study Visit Expert: due to the adjustment of project schedule affected by the COVID-19 pandemic, the assigned Study Visit Expert became unavailable to conduct the

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planned activities; therefore, considering the purpose of the Study Visit, which is relevant with M&E, the Logistics M&E and Analysis Expert replaced the position in March 2022.

- Resignation of Deputy Team Leader / Facility Planner of Cross-Border Logistics: Deputy Team Leader resigned his consulting company at the end of June 2022 for his personal affairs and could not continue to engage in this project. Considering the remaining project term (around only one year), instead of assigning a new expert, Team Leader took the whole responsibility as the leader; while the activities related with Facility Planning of Cross-Border Logistics were taken over by Team Leader and local experts which the project hired and who have engineering background.

The work volume was increased from the initial plan due to the following reasons:

- +2.15 p/m: while Deputy Team Leader (a Cambodian) engaged in the project at the site, due to the COVID-19 pandemic, JICA experts needed to refrain to be dispatched from Japan considering the quarantine requirement of both countries. At the same time, MPWT officials partly worked at home. Under this situation, meantime, JICA experts conducted the following activities from Japan. To cover the time and trouble to conduct these remote works, the mentioned work volume was agreed to increase.
 - To draft Monitoring Sheet Ver.1 in coordination with C/P
 - To coordinate an online kick-off meeting with P/D, P/M and Chief Advisor
 - To provide technical support to WGs (preparing documents for WG meetings and having online discussions) in order to review logistics policies and to support policy enforcement (Output 2)
 - To provide periodical online OJT sessions (twice a week) of logistics related data collection and data cleaning and of M&E report preparation for M&E WG (Output 3)
 - To collect additional information on Cambodia-Thailand border improvement and Cambodia-Vietnam border improvement in collaboration with Border Improvement WG and to facilitate bilateral communications (Output 4)
 - To build a good relationship, besides GDL, with newly involved implementation agencies (GDLT, GDT, GDPW, and GDPP) through project local staff
 - To organize online (or hybrid) monthly meetings to share the progress among C/Ps and to organize biweekly follow-up meetings between JICA Project members including project local staff
 - To manage administrative affairs remotely with project local staff
- +2.50 p/m: Department of M&E, GDL, had difficulty to receive necessary information and data from relevant authorities as their terms of reference did not stipulate well to cooperate for monitoring. To overcome with this challenge, GDL had an intension to have the need of relevant authorities to cooperate for monitoring to be approved at NLSC. To support this effort, the mentioned work volume was agreed to increase for the following activities:
 - To build a logistics project monitoring system for Department of M&E (GDL) and relevant authorities

- To formulate a draft of logistics project monitoring guideline, which defines the standardized format and the method of information and data offering/collection, etc.
- To provide technical support to enable Department of M&E to coordinate within MPWT and to provide proper information timely for the discussion at NLSC
- +0.70 p/m: in relation with the Objectively Verifiable Indicator “Progress of M&E IT system development” set for Output 3 in PDM, MPWT requested additional activities as follows, while no specific activities had been settled in R/D
 - To conduct questionnaire survey to Thailand, Vietnam, and Lao PDR to learn their method of logistics project M&E data collection and of logistics project monitoring; then, to consider the logistics information system in Cambodia
- +0.60 p/m: regarding a support of TOR preparation to develop a website to share/publish logistics information, Department of Logistics Information, GDL, decided to develop the website framework. Accordingly, the mentioned work volume was agreed to increase for the following activity:
 - To facilitate discussion with Department of Logistics Information around website development and to support their website development (incl. finalization of website framework and contents)
- +0.70 p/m: Market Survey in neighboring country(ies) was planned to be conducted only twice initially. However, after 1) preliminary arrangement under the pandemic and 2) actual Market Survey (inviting executive staff and technical staff), a need was raised to conduct another follow-up Market Survey. Accordingly, the mentioned work volume was agreed to increase for the following activity:
 - To conduct the third Market Survey inviting more technical staff and to follow-up the first MOU between MPWT of Cambodia and NESDC of Thailand
- - 1.53 p/m: upon resignation of Deputy Team Leader / Facility Planner of Cross-Border Logistics, Team Leader took over some duties and shared the work related with Facility Planning of Cross-Border Logistics with local staff. For this, the mentioned work volume was agreed to be reduced.
- +1.00 p/m: related with logistics database and the Objectively Verifiable Indicator “Progress of M&E IT system development” set for Output 3 in PDM, MPWT decided to consider the feasibility of database for logistics and transport through identifying the required data, examining data collection method, and formulating of action plan for stakeholders. Accordingly, the mentioned work volume was agreed to increase for the following activities, especially for the consideration of future JICA assistance:
 - To identify contents of logistics and transport database through analysis on the current situation of Cambodia and neighboring countries and to discuss with C/P
 - To conduct a Training in Third Country (Technical Visit to Thailand) to understand their data collection method

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- To identify the department in charge of data collection and publication and to propose the draft method
- To draft an action plan for improvement of logistics and transport database of MPWT and to explain it to executive staff of MPWT

2. List of Counterparts

Group	Members
Project Management Unit (PMU)	<ul style="list-style-type: none"> • Secretary of State (Project Director) • Under Secretary of State (Project Manager) • Under Secretary of State • Under Secretary of State • Director General of GDL • Director General of GDAF • Director General of GDPP • Director General of GDPW • Director General of GDLT • DDG of GDAF and Deputy Director of Cabinet • DDG of GDLT • DDG of GDL • DDG of GDPP • DDG of GDL • Director of Road Department • Director of International Cooperation Department • Director of Land Transport Department • Director of Logistics Cooperation Department • Director of Logistics Department • Director of Log. M&E • Director of Svay Rieng Provincial Department of Public Works and Transport • Director of Banteay Meanchey Provincial Department of Public Works and Transport
Secretariat for PMU	<ul style="list-style-type: none"> • DDG of GDL • Director of DoL, GDL • Deputy Director of DoL, GDL • Vice Chief of Office, GDL • Vice Chief of Office, GDL • Official, GDL
Green Logistics Working Group	<ul style="list-style-type: none"> • DDG of GDPP • Director of Planning Dept., GDPP • Director of Policy Dept., GDPP • DD of M&E Dept., GDPP • Office Chief, GDPP • Vice Chief of Environment and Society Office, GDPP • Vice Chief of Office, GDPP • Official of GDPP, GDPP

Cold Chain Working Group	<ul style="list-style-type: none"> • DDG, of GDL • Director of Logistics Department, GDL • Deputy Director of DoL, GDL • Vice Chief of Office, GDL • Vice Chief of Office, GDL • Vice Office Chief of Logistics Department, GDL • Official of DoL, GDL • Trainee Official, GDL • Trainee Official, GDL
Regional Hub Working Group	<ul style="list-style-type: none"> • DDG, of GDL • Director of Logistics Cooperation Department, GDL • Deputy Director of Logistics Cooperation Department, GDL • Office Chief of Logistics Cooperation Department, GDL • Vice Chief of Office, GDL • Vice Chief of Office, GDL • Official, GDL • Official, GDL
Truck Modernization Working Group	<ul style="list-style-type: none"> • DDG of GDLT • Director of Land Transport Department • Deputy Director, LTD • Official of GDLT • Official of GDLT • Official of GDLT
Monitoring and Evaluation Working Group	<ul style="list-style-type: none"> • DDG of GDL • Director of Logistics M&E Department, GDL • Deputy Director of Logistics M&E Department, GDL • Vice Chief of Office, GDL • Official, GDL • Official, GDL
Cross-border Logistics Network Working Group	<ul style="list-style-type: none"> • DDG of GDL • Director of DLME, GDL • Director of international Cooperation Dept., GDL • Director, of Land Transport, GDL • Deputy Director of DLME, GDL • Vice Chief of Office, GDL • Official, GDL • Official, GDL • Director of Svay Rieng Provincial DPWT • Director of Banteay Mean Chey Provincial DPWT
Border Point Improvement Working Group	<ul style="list-style-type: none"> • Under Secretary of State • Under Secretary of State • DG of GDLT • DG of GDPW • DDG of GDLT • DDG of GDL • Director of Road Department

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	<ul style="list-style-type: none"> • Director of International Cooperation Department • Director of Log. Cooperat. • Director of DLME • Deputy Director of Coopera. • Deputy Director of DLME • Official of GDL • Official of International Cooperation Department • Official of International Cooperation Department • Official of GDLT • Director of Svay Rieng Provincial Department of Public Works and Transport • Director of Banteay Meanchey Provincial Department of Public Works and Transport
Logistics Website Content Developing Working Group	<ul style="list-style-type: none"> • DDG, GDL • Deputy Director, DLI, GDL • Vice Office Chief, DoL, GDL • Vice Office Chief, DLC, GDL • Vice Office Chief, DLME, GDL • Technical officer, DLI, GDL
Logistics Business Registration and Licensing Working Group	<ul style="list-style-type: none"> • DG, GDL • DDG, GDL • DDG, GDL • Department Director, GDL • Deputy Director, GDL • Deputy Director, GDL • Deputy Director, GDL • Office Chief, GDL • Office Chief, GDL • Vice Office Chief, GDL • Vice Office Chief, GDL • Vice Office Chief, GDL • Official, GDL • Official, GDL • Official, GDL • Official, GDL

3. List of Trainings

Training	Participants
Market Survey in Thailand (preparatory)	<ul style="list-style-type: none"> • Director of Department of Logistics Cooperation, GDL • Deputy Director General, GDL
Market Survey in Thailand	<ul style="list-style-type: none"> • Secretary of States • Under Secretary of State • Under Secretary of State • Under Secretary of State • Director General, GDPP

	<ul style="list-style-type: none"> • Deputy Director General, GDLT • Deputy Director General, GDL • Deputy Director General, GDL • Director of Department of Logistics Cooperation, GDL • Deputy Director General, GDL
<p>Market Survey in Vietnam</p>	<ul style="list-style-type: none"> • Under Secretary of State • Director General, GDL • Deputy Governor, Svay Rieng Province • Deputy Director General, GDL • Deputy Director General, GDL • Deputy Director General, Phnom Penh Port, PPAP • Director, Department of Railway • Director of Department of Logistics Cooperation, GDL • Director, Department of Logistics, GDL • Deputy Director, Department of Logistics Information, GDL • Deputy Director General, GDL • Deputy Director, Department of Inland Waterway Transport • Officer, Chief Office of Department of International Cooperation • Officer, Deputy Chief of Office, Department of Logistics • Officer, Department of Logistics Information, GDL
<p>Third Country Training in Thailand</p>	<ul style="list-style-type: none"> • Director, Department of Logistics Monitoring & Evaluation (DLME), GDL • Officer, DLME, GDL • Officer, DLME, GDL • Officer, DLME, GDL • Officer, DLME, GDL • Deputy Director, M&E Department, GDPP • Deputy Director, Management info. System, GDPP

ANNEX 2: List of Products Produced by the Project


- (1) Study on Regional Hub in Cambodia
- (2) Climate Change Action Plan for Transport Sector (additional actions in terms of Green Logistics) and its Action Fiche
- (3) Cold Chain Action Plan
- (4) Strategic Plan of Truck Modernization
- (5) Selected Logistics and Transport Statistics
- (6) Second Progress Report (in Khmer and English)
- (7) Annual Report 2021
- (8) Annual Report 2022 (draft)
- (9) Project Monitoring Guideline
- (10) Monitoring and Evaluation Guideline
- (11) GDL Website
- (12) Report on Bavet-Moc Bai Cross-border Traffic Improvement Activities
- (13) Study on Bavet-Moc Bai Border

Project Design Matrix (Original)

Project Title: The Project for Improving the Logistics System of Cambodia
Implementing Agency: Ministry of Public Works and Transport(MPWT), Cambodia
Target Group:General Department of Logistics(GDL), MPWT
Period of Project: 5 years
Project Site: Whole country in Cambodia

Version: 0.0
Dated 14 November, 2017

Project Site: Whole country in Cambodia		Model Site: To be decided			
Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal Stable, Reliable and Cost-effective Logistics System, in accordance with transformation and modernization of Cambodia's industrial structure, is developed.	- Capacity of transport (logistics volume) - Trade volume - Variety of transport modes for industrial sector - Time, cost and reliability measurements - Logistics Performance Index (LPI)	Statistical Data Benchmark Indicator Site Survey	- Political stability and leadership for logistics improvement will last. - Global economic uncertainty will not happen.		
Project Purpose Logistics Master Plan implementation is strengthened through the enhancement of the capacity building of logistics related stakeholders.	- Progress of the Logistics M/P implementation and Monitoring and Evaluation (M&E) - The number of priority action plan implemented	TC Project Report M&E Report	- Financial resource is allocated for implementation of the Logistics M/P.		
Outputs					
Output-1 (Foundation layer) Logistics MP is formulated and Inter-organizational Implementation framework of the Logistics MP is established and operated.	- The status of Logistics M/P such as finalization, sensitization and authorization. - Periodical convening NLC and NLSC meetings. - Public Private Partnership framework reform.	Minutes of NLC & NLSC TC Project Report M&E Report	- There is no substantial institutional structure change in project related organization and JCC member. - Inter-ministerial coordination is maintained and smoothly functioned.		
Output-2 (Action Plan layer) Priority Action Plans are facilitated/implemented.	- The number of projects facilitated/coordinated for implementation. - The number of projects implemented.	TC Project Report M&E Report			
Output-3 (M&E layer) Regular Monitoring and Evaluation (M&E) system to check the progress and to strategically promote logistics system improvement is established and conducted.	- Progress of M&E IT system development. - Completion of initial statistic data set and continuous update. - Status of feedback and communication mechanism establishment. - Reporting status of MP implementation and results of marketing analysis	Status of M&E system TC Project Report M&E Report			

Activities	Inputs		Pre-Conditions
	The Japanese Side	The Cambodian Side	
Activities for Output 1 1.1 Facilitation of MP finalization. 1.2 Dissemination of MP among stakeholders. 1.3 Secretariat work for the NLC and NLSC. 1.4 Review and reform of framework for Public Private Partnerships. Activities for Output 2 2.1 Facilitation of all priority projects implementation. 2.2 Implementation of priority projects. <i>Below, Describe concrete activities on logistics projects to be facilitated/implemented (for example)</i> - Logistics related infrastructure development based on priority and feasibility. - Training program for logistics related stakeholders. - Regulating for optimal logistics service (with social experiments). Activities for Output 3 Develop M&E IT system; 3.1 Collection of different modes of data through desk research (statistics data, progress of implementation of MP) and market research. 3.2 Analyzation and evaluation of information and produce M&E report. 3.3 Dissemination of M&E report to stakeholders. 3.4 Establishment of regular communication system with stakeholders to share the achievement of the Logistics M/P implementation.	1 JICA Expert Logistics, transport, Coordination, trade, PPP, ICT system, M&E etc. (to be identified when necessary) 2 Other JICA assistance 2.1 Grant aid project 2.2 Loan project 2.3 Technical cooperation project 3 Training 3.1 Training in Japan/3rd country 4 Equipment 4.1 Office Equipment 4.2 Statistic database software (if necessary)	1. Personnel (MPWT) 1.1 Project Director 1.2 Project Manager 1.3 Fulltime staff 2. JCC Members 2.1 MPWT - General Department of Logistics - Relevant Departments 2.2 Ministry of Economy and Finance 2.3 Council for Development of Cambodia 2.4 Other Ministry based on project component 2.5 JICA - JICA Experts - JICA Cambodia Office - JICA Headquarters 2.6 Embassy of Japan 3. Facilities 3.1 Office space for the Project team 3.2 Office utilities - Electricity and water - Internet access - Furniture	- NLC/NLSC is established. - GDL members assigned for the Project are able to participate activities with sufficient time. <div style="text-align: center;">  <Issues and countermeasures> </div>

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Project Design Matrix
(amendment upon the commencement of Phase 2)

Project Title: The Project for Improving the Logistics System of Cambodia
 Implementing Agency: Ministry of Public Works and Transport(MPWT), Cambodia
 Target Group:General Department of Logistics(GDL), General Department of Land Transport (GDLT), Road Infrastructure Department of General Department of Technique (GDT), General Department of Public Works (GDPW), General Department of Policy and Planning (GDPP), MPWT

Version: 0.1.1
Dated 13 May, 2020

Period of Project: 5 years
 Project Site: Whole country in Cambodia

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal Stable, Reliable and Cost-effective Logistics System, in accordance with transformation and modernization of Cambodia's industrial structure, is developed.	- Capacity of transport (logistics volume) - Trade volume - Variety of transport modes for industrial sector - Time, cost and reliability measurements - Logistics Performance Index (LPI)	Statistical Data Benchmark Indicator Site Survey	- Political stability and leadership for logistics improvement will last. - Global economic uncertainty will not happen.		
Project Purpose Logistics Master Plan implementation is strengthened through the enhancement of the capacity building of logistics related stakeholders.	- Progress of the Logistics M/P implementation and Monitoring and Evaluation (M&E) - The number of priority action plan implemented	TC Project Report M&E Report	- Financial resource is allocated for implementation of the Logistics M/P.		
Outputs Output-1 (Foundation layer) Logistics MP is formulated and Inter-organizational Implementation framework of the Logistics MP is established and operated.	- The status of Logistics MP such as finalization, sensitization and authorization. - Periodical convening NLC and NLSC meetings. - Public Private Partnership framework reform.	Minutes of NLC & NLSC TC Project Report M&E Report	- There is no substantial institutional structure change in project related organization and JCC member. - Inter-ministerial coordination is maintained and smoothly functioned.		
Output-2 (Action Plan layer) Priority Action Plans are facilitated/implemented.	- The number of projects facilitated/coordinated for implementation. - The number of projects implemented.	TC Project Report M&E Report			
Output-3 (M&E layer) Regular Monitoring and Evaluation (M&E) system to check the progress and to strategically promote logistics system improvement is established and conducted.	- Progress of M&E IT system development. - Completion of initial statistic data set and continuous update. - Status of feedback and communication mechanism establishment. - Reporting status of MP implementation and results of marketing analysis	Status of M&E system TC Project Report M&E Report			
Output-4 (Regional Coordination layer) <u>Regional level coordination in logistics is strengthened.</u>	- Establishment of regular dialogues between Thai/ Vietnam and Cambodia - More than XX(number) pilot projects conducted for border area improvement - Border wait times at border points (Poipet, Stunbot, Bavet) are shortened <u>Border crossing cargo volume</u>	TC Project Report M&E Report			

Activities	Inputs		Pre-Conditions
	The Japanese Side	The Cambodian Side	
Activities for Output 1 1.1 Facilitation of MP finalization. 1.2 Dissemination of MP among stakeholders. 1.3 Secretariat work for the NLC and NLSC. 1.4 Review and reform of framework for Public Private Partnerships.	1 JICA Expert Logistics, transport, Coordination, trade, PPP, ICT system, M&E etc. (to be identified when necessary) 2 Other JICA assistance 2.1 Grant aid project 2.2 Loan project 2.3 Technical cooperation project	1. Personnel (MPWT) 1.1 Project Director 1.2 Project Manager 1.3 Fulltime staff 2. JCC Members 2.1 MPWT - Project Director - Project Manager - <u>NTTCC's Representative</u> - <u>General Department of Logistics</u> - <u>General Department of Land Transport</u> - <u>Road Infrastructure Department of General Department of Technique</u> - <u>General Department of Public Works</u> - <u>General Department of Policy and Planning</u> - Other Relevant Departments 2.2 Other Ministries based on project component 2.3 JICA - JICA Experts - JICA Cambodia Office - JICA Headquarters 3. Facilities 3.1 Office space for the Project team 3.2 Office utilities - Electricity and water - Internet access - Furniture	- NLC/NLSC is established. - GDL members assigned for the Project are able to participate activities with sufficient time. - Necessary cooperation from Thai side and Vietnam side is obtained. - <Issues and countermeasures>
Activities for Output 2 2.1 Facilitation of all priority projects implementation. 2.2 Implementation of priority projects. <u>2.2.1 Training Needs Assessment (TNA)</u> <u>2.2.2 Conceptualization of Regional Warehouse</u> <u>2.2.3 Preparation of Logistics Policies</u> <u>2.2.4 Draft of Laws and Regulations</u> <u>2.2.5 Truck Modernization</u>	3 Training 3.1 Training in Japan/3rd country 4 Equipment 4.1 Office Equipment 4.2 Statistic database software (if necessary)		
Activities for Output 3 Develop M&E IT system; 3.1 Collection of different modes of data through desk research (statistics data, progress of implementation of MP) and market research. 3.2 Analyzation and evaluation of information and produce M&E report. 3.3 Dissemination of M&E report to stakeholders. <u>3.4 Data Analysis for development of cross-border logistics network</u>			
Activities for Output 4 4.1 Border point improvement <u>4.1.1 Facilitation to improve Cambodia</u> <u>-Vietnam border point</u> <u>4.1.2 Facilitation to improve Cambodia-Thai border point</u> 4.2 <u>Market Study in neighboring countries</u>			

Project Design Matrix
(amendment of the period of project in Phase 2)

Version: 0.1.1
Dated Sep, 2022

Project Title: The Project for Improving the Logistics System of Cambodia
Implementing Agency: Ministry of Public Works and Transport(MPWT), Cambodia
Target Group:General Department of Logistics(GDL), General Department of Land Transport (GDLT), Road Infrastructure Department of General Department of Technique (GDT), General Department of Public Works (GDPW), General Department of Policy and Planning (GDPP), MPWT
Period of Project: 5 years and 1 month
Project Site: Whole country in Cambodia

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal Stable, Reliable and Cost-effective Logistics System, in accordance with transformation and modernization of Cambodia's industrial structure, is developed.	- Capacity of transport (logistics volume) -Trade volume - Variety of transport modes for industrial sector - Time, cost and reliability measurements - Logistics Performance Index (LPI)	Statistical Data Benchmark Indicator Site Survey	- Political stability and leadership for logistics improvement will last. - Global economic uncertainty will not happen.		
Project Purpose Logistics Master Plan implementation is strengthened through the enhancement of the capacity building of logistics related stakeholders.	-Progress of the Logistics M/P implementation and Monitoring and Evaluation (M&E) - The number of priority action plan implemented	TC Project Report M&E Report	- Financial resource is allocated for implementation of the Logistics M/P.		
Outputs					
Output-1 (Foundation layer) Logistics MP is formulated and Inter-organizational Implementation framework of the Logistics MP is established and operated.	- The status of Logistics M/P such as finalization, sensitization and authorization. - Periodical convening NLC and NLSC meetings. - Public Private Partnership framework reform.	Minutes of NLC & NLSC TC Project Report M&E Report	- There is no substantial institutional structure change in project related organization and JCC member. - Inter-ministerial coordination is maintained and smoothly functioned.		
Output-2 (Action Plan layer) Priority Action Plans are facilitated/implemented.	- The number of projects facilitated/coordinated for implementation. - The number of projects implemented.	TC Project Report M&E Report			
Output-3 (M&E layer) Regular Monitoring and Evaluation (M&E) system to check the progress and to strategically promote logistics system improvement is established and conducted.	- Progress of M&E IT system development. - Completion of initial statistic data set and continuous update. -Status of feedback and communication mechanism establishment. - Reporting status of MP	Status of M&E system TC Project Report M&E Report			
Output-4 (Regional Coordination layer) <u>Regional level coordination in logistics is strengthened.</u>	- Establishment of regular dialogues between Thai/ Vietnam and Cambodia - More than XX(number) pilot projects conducted for border area improvement -Border wait times at border points (Poipet, Stunbot, Bavet) are shortened -Border crossing cargo volume	TC Project Report M&E Report			

Activities	Inputs		Pre-Conditions
	The Japanese Side	The Cambodian Side	
Activities for Output 1 1.1 Facilitation of MP finalization. 1.2 Dissemination of MP among stakeholders. 1.3 Secretariat work for the NLC and NLSC. 1.4 Review and reform of framework for Public Private Partnerships.	1 JICA Expert Logistics, transport, Coordination, trade, PPP, ICT system, M&E etc. (to be identified when necessary) 2 Other JICA assistance 2.1 Grant aid project 2.2 Loan project 2.3 Technical cooperation project	1. Personnel (MPWT) 1.1 Project Director 1.2 Project Manager 1.3 Fulltime staff 2. JCC Members 2.1 MPWT - General Department of Logistics - General Department of Land Transport - Road Infrastructure Department of General Department of Technique -General Department of Public Works -General Department of Policy and Planning -Other Relevant Departments 2.2 Other Ministries based on project component 2.3 JICA - JICA Experts - JICA Cambodia Office - JICA Headquarters	- NLC/NLSC is established. - GDL members assigned for the Project are able to participate activities with sufficient time. -Necessary cooperation from Thai side and Vietnam side is obtained. <Issues and countermeasures>
Activities for Output 2 2.1 Facilitation of all priority projects implementation. 2.2 Implementation of priority projects. 2.2.1 Training Needs Assessment (TNA) 2.2.2 Conceptualization of Regional Warehouse 2.2.3 Preparation of Logistics Policies 2.2.4 Draft of Laws and Regulations 2.2.5 Truck Modernization	3 Training 3.1 Training in Japan/3rd country 4 Equipment 4.1 Office Equipment 4.2 Statistic database software (if necessary)	3. Facilities 3.1 Office space for the Project team 3.2 Office utilities - Electricity and water - Internet access - Furniture	
Activities for Output 3 Develop M&E IT system; 3.1 Collection of different modes of data through desk research (statistics data, progress of implementation of MP) and market research. 3.2 Analyzation and evaluation of information and produce M&E report. 3.3 Dissemination of M&E report to stakeholders. 3.4 <u>Data Analysis for development of cross-border logistics network</u>			
Activities for Output 4 4.1 Border point improvement 4.1.1 <u>Facilitation to improve Cambodia</u> -Vietnam border point 4.1.2 <u>Facilitation to improve Cambodia-Thai border point</u> 4.2 <u>Market Study in neighboring countries</u>			

Underlined parts are places of alternation for Phase 2.