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

Kingdom of Cambodia
Ministry of Public Works and Transport

Canadian International Development Agency

September 2001
Cambodia’s transportation system must
- Contribute to social and economic development
- Provide access to basic services
- Ensure the mobility of persons and goods

...But
- Is in poor condition
- Is perceived to be unreliable

The MPWT’s capacity
- To set objectives consistent with needs
- To manage efficiently the transportation system

... is weakened by
- Decades of war and Internal difficulties
Mandate

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

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

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

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

- Actual Statement
  - The Ministry of Public Works and Transport is entitled by the Royal Government of Cambodia to lead and manage the public works and transport sector of the country

- Problem
  - Too vague in regard to the contribution of transportation sector to the economic and social development
Planning

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

- The project management process is:
  - Compartmentalized
  - Personalized
  - Does not favor MPWT’s responsibility and accountability

- Problem is amplified by IFI project management processes
Maintenance of Road Network

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

Minister
  Secretaries of State
    Under Secretaries of State
      Advisors

Public Works Divisions (Region)
  Municipal & Provincial Public Works Department
    General Directorate Administrative Services
      Department of Administration
        Dep. of Personnel & Human Resources
        Dep. of Accounting & Finance
        Department of Planning
  General Directorate of Transport
    Department of Land Transport
    Department of Water Transport
    Department of Merchant Marine

General Directorate of Public Works
  Department of Roads
    Heavy Equipment Center
  Public Works Research Center
  Department of Inland Waterways
  Department of Airport Construction

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

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

MPWT Minister

Directorate

Dept
Dept
Dept

Transportation State Enterprises

RGC Ministries

IFIs, NGOs

Directorate

Dept
Dept
Dept

Informal Links
Improvement Proposals

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

- Amend current statement
  - To better reflect MPWT’s contribution to the economic and social development of Cambodia
  - To better define its role
  - To facilitate the definition of its organisation

- Suggested Statement
  - The Government has assigned the Ministry of Public Works and Transport with the mission to manage the public works sector and to ensure, throughout the entire territory of the Kingdom of Cambodia, the mobility of persons and goods by means of efficient and safe transportation systems that contribute to poverty reduction and to the country’s economic and social development.
Organisational Structure

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

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

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

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

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

**Other Ministries Seats**
7. Ministry of Planning
8. Ministry of Economy and Finance

**Major IFI Seats**
9. ADB
10. World Bank
11. JICA

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

**Objectives**
- Ensure consistency and complementarity of Interventions in the sector
- Improve quality of services
- Improve projects performances
Secretariat

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

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

Mandate
Provide Logistical support to the CC
Main Tasks:
- Setup meeting Agendas
- Setup comprehensive topics reports with the help of external and internal experts
- Ensure rigorous monitoring of follow-up actions
- Collect and summarise information for meetings and web site
Coordination Mechanisms

MPWT

Coordination Committee

Secretariat

International Financial Institutions, NGOs

Other Ministries, State Enterprises

MPWT tools
- Information System
- Communication System
- Web Site

Occasional link (Officials)
Regular link (staff coordination)
Continuous link (electronic)
Improvement of communications

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

- **Official Web Site**
  - To disseminate information about the MPWT and provide an index to the MPWT documentation

- **Email System**
  - To communicate throughout the Internet and internally

- **Internet Access**
  - To browse the Internet

- **Access to Centralized Information**
  - To store, share and retrieve information
Information System

Information Database

• Reference & Administrative
• Projects
• Inventories
• Contact & User Lists
• Construction Standards
• Web Site Copy

Tasks / Procedures

Information System Management Rules

Data Collection
Information Management Cycle

- Data Collection
- Information database updating
- Information database maintaining
- Web Site updating
Web Site Content

- Mission & Responsibilities of the MPWT
- Index to the Ministry’s documentation
- Project information
- Name of responsible persons
- Events at the MPWT
- Maps and general information
- Links to other web sites
Welcome to the official website of the Ministry of Public Works and Transport

This website has been established to disseminate information about the activities and functions of the Ministry.

It is an essential component of the coordination system and the information system that are currently being initiated in the organisation. It is anticipated that the new elements will help to bring together all stake holders involved in the development of the transportation sector of Cambodia.

We hope your visit here will be informative and should you have questions or require further information, please contact us.

Mission and Functions

The Ministry of Public Works and Transport is decreed by the Royal Government of Cambodia to lead and manage the public works and transport sector in the Kingdom of Cambodia.

The Ministry of Public Works and Transport has the following mission and functions:

- Manage the execution of national policy concerning all public works construction by establishing the principles of law and cooperate with the diverse organisations to develop the country.
- Build, maintain and manage all the infrastructure of roads, bridges, ports, railways, waterways and buildings.
- Establish the regulations for the development of the roads, ports, railways and waterways infrastructure.
- Establish the regulations and control the transport by road, railway and waterway.
- Participate and cooperate to establish laws, regulations, diverse standards concerning the construction.
- Realise the other constructions that the Royal Government entrusts to it.
- Cooperate with the Secretariat of Civil Aviation concerning all airport construction works.
Computer & Network Management

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

- Important steps taken
  - Coordination Committee established
  - Support for secretariat actively sought
- Problems with system maintenance resources
  - Service contracts & support personnel
Lessons for future interventions in road transport

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