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EIC

STRATEGIC PLAN

2006 - 2008

January 2006

ECONOMIC INSTITUTE *of* CAMBODIA

Table of Contents

Message from the President	3
Vision and Goals	4
Institutional Directions	5
Lessons Learned from 2003 - 2005	6
Objectives for 2006 - 2008	8
Strategic Commitments	9
Target Groups	10
Research Frameworks	11
Globalization and Economic Integration	12
Macroeconomics and Modeling	13
Microeconomics and Infrastructure	14
Governance and Decentralization	15
Data Provision and Surveys	16
Capacity Building and Workshops	17
Communication and Marketing	18
Publications and Website	19
Workshops and the Media	20
Budget	21
Human Resources	22
Appendix	23
EIC Organizational Structure	23
EIC Researchers' Profiles	24
EIC Main Research Projects	29
Partnerships	32

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Message from the President

As a policy-oriented research institute in an emerging national democracy, EIC hopes to play a major role in informing stakeholders and policy makers about public policy options in Cambodia's economic development. EIC aims to draw attention to critical problems facing Cambodia, and propose a range of policy actions to deal with these problems.



Working in close partnership with national and international organizations, EIC activities during 2003-2005 have focused on macroeconomics, private sector development, the implications of WTO membership on the national economy, and the ways in which Cambodia is to become a competitive participant in international trade. In the coming years, EIC will extend its activities in sectoral and governance issues, including agriculture, infrastructure and decentralization.

With its clear vision and mission, EIC has rapidly expanded its size and activities. At the end of 2005, there are more than 30 staff at EIC, with more than 70 percent in research. EIC expects to increase its research capacity during the next three years in response to growing needs in independent policy research. All the EIC researchers and managers hold at least a Masters degree in economics, business, law or engineering from reputable universities abroad.

In its first year, EIC was primarily funded by USAID through The Asia Foundation, while progressively increasing its discretionary income. It is now critical that EIC prepares itself for longer term sustainability by continuing to diversify its funding sources.

This document lays out a three-year Strategic Plan for the period of 2006 to 2008. Initiated during a staff retreat in January 2004, EIC staff determined the institute's research priorities, those closely linked to the issues facing Cambodia and its future. An agenda was developed to set up an organizational structure that could best support EIC's research priorities.

EIC's Strategic Plan for 2006-2008 has been reviewed by some of Cambodia's top stakeholders and the international community to ensure the organizational goals and priorities are compatible with its environment.

EIC is grateful for the support it has received from USAID/TAF, donors, partners and everyone else involved in the institute's establishment and continuation.

Sok Hach

Sok Hach
Founding President of EIC

Vision and Goals

"EIC envisions Cambodians free to lead their own lives, enjoying a fair distribution of wealth in an atmosphere of social harmony arising from sustainable and environmental economic development."

Mission

It is EIC's mission to enhance the awareness of development issues and their process of reform. To allow the public to participate in the formulation of sustainable economic development policies and strategies that will be equitably beneficial.

Organizational Goals

To achieve this mission, EIC's goals are to provide a better understanding of the economy through socio-economic research, participating actively and critically in formulating economic policies and strategies, satisfying the needs of policy and decision-makers. This is attained by providing accurate and relevant information to foster sustainable economic development throughout the country.

The vision, mission and organizational goals of EIC reflect the staff's collective predictions of Cambodia's status in 20 years time, with emphasis on key issues over the next three years. EIC's vision aims to incorporate a myriad of development aspects, whilst identifying areas that are likely to be paramount. These priority concerns include:

- Solving issues of governance by strengthening public administration, including strict monitoring of actions and leadership behavior;
- Empowering the population and civil society institutions to take a more optimistic and pro-active approach to social and economic challenges;
- Prioritizing provincial socio-economic development, focusing on the promotion of small and medium-size rural enterprises through genuine decentralization;
- Linking globalization to the improvement of the livelihoods of rural households, through the development of infrastructure and market access.

Institutional Directions

Granted status as a not-for-profit organization by the Royal Government of Cambodia in early 2003, the Economic Institute of Cambodia (EIC) became operational in August 2003. It serves as an independent economic think-tank, and is managed as a private consulting firm.

The institutional development of EIC can be characterized by three distinct periods: The pilot period with its inception in 2003-2004, the take-off period of 2005-2006, and the consolidation period from 2007 onwards. By its third year, EIC aims to be well established and recognized as an independent think-tank dedicated to research undertakings based on excellence and objectivity.

There are many daunting challenges facing Cambodians in this era of newly gained peace. The battle against poverty and assistance reforms, necessary to reduce poverty and to effect the transition to democracy, places high demands on research institutes.

EIC's principal goals in the coming years can be summarized as follows:

- To help shape the national policy agenda;
- To inform about the process of reform and development through a research agenda that is forward looking and addresses the critical issues facing Cambodia;
- To contribute to sustainable and equitable development, and the promotion of social justice, peace and prosperity;
- To increase the capacity of Cambodians to manage change and development.

EIC aims to achieve these goals through a mix of complementary activities that draw on past experiences and comparative advantages. These activities include practical and policy-oriented research as well as research-based trainings, and research-based policy dialogues. These activities are further supported through publications and a website, seminars and conferences, interaction with the media, and public lectures at Cambodian universities.

Lessons Learned from 2003 - 2005

EIC was established in mid-2003 in response to an urgent need for an independent research institute to look into issues relating to Cambodia's imminent accession to the WTO.

Initially, EIC's research agenda focused on the implications of WTO membership and the ways the country was to become a competitive participant in international trade. EIC used its competencies in general economic modeling and socio-economic research to extend its field to national competitiveness and private sector development, and so forth.

EIC's research findings and analysis have been published in:

- *Economic Review*, quarterly review covering public policy issues;
- *Cambodia Economic Watch*, bi-annual publication documenting Cambodian economic trends and policy reform progresses;
- *Cambodia Economic Report*, annual compilation of major EIC working papers, covering various socio - economic issues;
- EIC also publishes other reports and working papers for or in partnership with top international organizations such as World Economic Forum, Yale Journal, World Trade Organization, and World Bank Institute.



One of EIC's strengths is also its capacity to organize large-scale dissemination workshops with diverse groups. EIC has held various workshops with parliamentarians, top international organizations, business people, and students.

To enhance democracy in the context of sustainable economic development, EIC has increased its capacity, contributing analysis to the national debate by providing technical assistance to parliamentarians and their staff through different parliament technical commissions. Local and international media frequently cite EIC's research and policy recommendations. EIC researchers, particularly its President, have been invited on a regular basis to lecture at universities or to participate in live talk shows on radio or TV.

EIC's swift acceptance can be attributed to its position as a Cambodian-run organization with sound knowledge of the country and its issues. Moreover, its research is reliable, based on extensive economic databases and scientific modeling. EIC always places emphasis on the policy implications of its research in order to raise awareness among the Cambodian audience.



Objectives for 2006 - 2008

EIC intends to significantly expand its research capacity in new areas, including sector development, infrastructure, governance and decentralization, in addition to its established specialization in globalization issues, private sector development and macroeconomic modeling.

To do this, EIC will contribute to the national campaign to reduce poverty by identifying opportunities for the poor to share the benefits of globalization. Research on new sources of growth, industry competitiveness, and agricultural productivity and rural livelihood will be top priorities.

EIC will also participate in the process of decentralization through research on regional and provincial economic development to complement the ongoing decentralization efforts taking place at the commune level. In order to contribute to the enhancement of the role of law in the country, EIC will focus its research on genuine institutional reforms at the central government level, including administrative reforms, legal and judicial system reforms, and state reforms. The current EIC legal unit will be enhanced to respond to increasing demands in law and regulation analysis due to WTO accession.

In order to provide immediate and reliable information to its constituency, EIC will develop a system through the internet that will grant public access to its socio-economic database. EIC has also expanded its range of publications and will produce at least one special economic report per year, dealing with specific issues related to the country's development priorities, such as the Agriculture Roadmap, Industry and Infrastructure Development.

The main objective of EIC during 2006-2008 is also to gain recognition as the leading Cambodian policy research institution, specializing in globalization, macroeconomics, sectoral development, and governance issues, providing the public with access to reliable information. The second objective is to become a mini-parliamentary center in Cambodia and enhance EIC partnerships with well regarded regional economic research institutions.

To support this growth, EIC will expand its research and institutional capability, through in-house trainings, study tours both inside and outside Cambodia, and hiring new staff.



EIC Field Trip and Survey

Strategic Commitments

To achieve these objectives, EIC must make key commitments for the next three years:

1. Achieving excellence through stronger methodology and greater productivity. Research will be designed with greater integrated policy packages to address and anticipate specific problems and emerging new issues and problems. Commitment to establish a working environment characterized by creativity, intellectual freedom, risk-taking, diversity of thinking, and objectivity in its research;
2. Enhancing the impact of EIC's work through more effective ways of disseminating its research with a particular aim to reach the public at large via the use of the media. EIC will continuously broaden its constituency in accordance with its resources, expand opportunities to engage with Cambodians, and seek to give them a voice in dialogue and decisions taking place at the national level. EIC will become involved in key donor working groups, and increase the number and breadth of its lectures, panels and conferences;
3. Establishing and strengthening strategic partnerships with other research institutions and universities. In addition to these domestic institutions, EIC will actively seek to establish partnerships with research institutes abroad. EIC will also continue to promote and support the Cambodian Economic Association, an independent association of Cambodians interested in economic and development issues;
4. Developing a funding system that meets the demands of adequacy, predictability, sustainability, and independence. EIC will commit to diversifying its financial support to sustain its development.



Target Groups

EIC recognizes the importance of identifying stakeholders and constituencies, and establishing effective strategies to reach them. As a priority, EIC consciously aims to influence national and international leaders whose actions and decisions affect the lives of millions of Cambodians.

Through its research, critical analysis, policy prescriptions, and the fostering of public policy dialogue, EIC has the unique potential to influence or even shift public and government perceptions on economic development. In this way, EIC seeks to lay the groundwork for initiatives that will further push reform and promote economic and social progress.

EIC believes that without political will, policy recommendations are unlikely to become policy actions. Thus, it is important that political will is created by one means or another. To do this, EIC aims to contribute to the establishment of a broad-based political will by informing the Cambodian public, who can express both directly and indirectly to the national leadership their own political, economic and social views. In this vein, importance must be given to disseminate the research to the media, and thus to the Cambodian public.

EIC's stakeholders and constituencies can be categorized in three groups:

- *Policy and decision-makers*: As far as EIC objectives are concerned, decision-makers in the public sector include high-level central government and state institutions: namely, the Royal Government, the National Assembly, the Senate, judicial institutions, political parties, and international aid agencies.
- *Civil Society*: This includes NGOs, the media and universities.
- *Private Sector*: This refers primarily to the business community in Cambodia, including provincial business associations.

EIC engages these stakeholders through personal contacts, EIC regular reviews and special reports, workshops and conferences, training seminars, media reports, the EIC website, etc.



Research Frameworks

The research framework intends to provide EIC's focus over the next three years. It will also help EIC decide which subjects to make a priority. The research topics and questions included in the EIC research framework reflect what EIC believes it has the capacity to pursue but does not necessarily represent a commitment to study those issues. Actual research will depend in part on funding availability, and in part on the immediate relevance of the issues.

EIC's research framework will be posted and updated on its website, and included in EIC's introductory brochure, so that potential funding organizations, clients, partners, and policy-makers and readers are well aware of EIC's research capacities.

EIC's research framework is composed of four main research areas and two complementary activities:

- **Research areas:**
 - Globalization and Economic Integration;
 - Macroeconomics and Modeling;
 - Microeconomics and Infrastructure;
 - Governance and Decentralization;

- **Complementary activities:**
 - Data provision, surveys;
 - Capacity building and workshops;

Globalization and Economic Integration

Cambodia has furthered its trade integration process by accessing to ASEAN and more recently to the WTO. Being a member of the Greater Mekong Sub-region, regional economic integration has grown which in turn has helped develop the country's infrastructure and trade.

To allow globalization and economic integration to benefit the poor, EIC finds it necessary to identify the economy's potential for diversification and to assess the impact of trade integration on poverty reduction.

EIC will focus specifically on GMS integration which provides a more focused insight into economic integration and the impact it has on the country's development in terms of infrastructure, energy and cross-border trade.

It is equally important to review the competitiveness of Cambodian products in order to maintain and to further their ability to compete in regional and international markets. It is essential to determine which sectors Cambodia enjoys a comparative advantage. EIC will equally focus on examining the development of the farming community's flexibilities in response to market demands whilst promoting the country's SMEs potential to export to external markets.

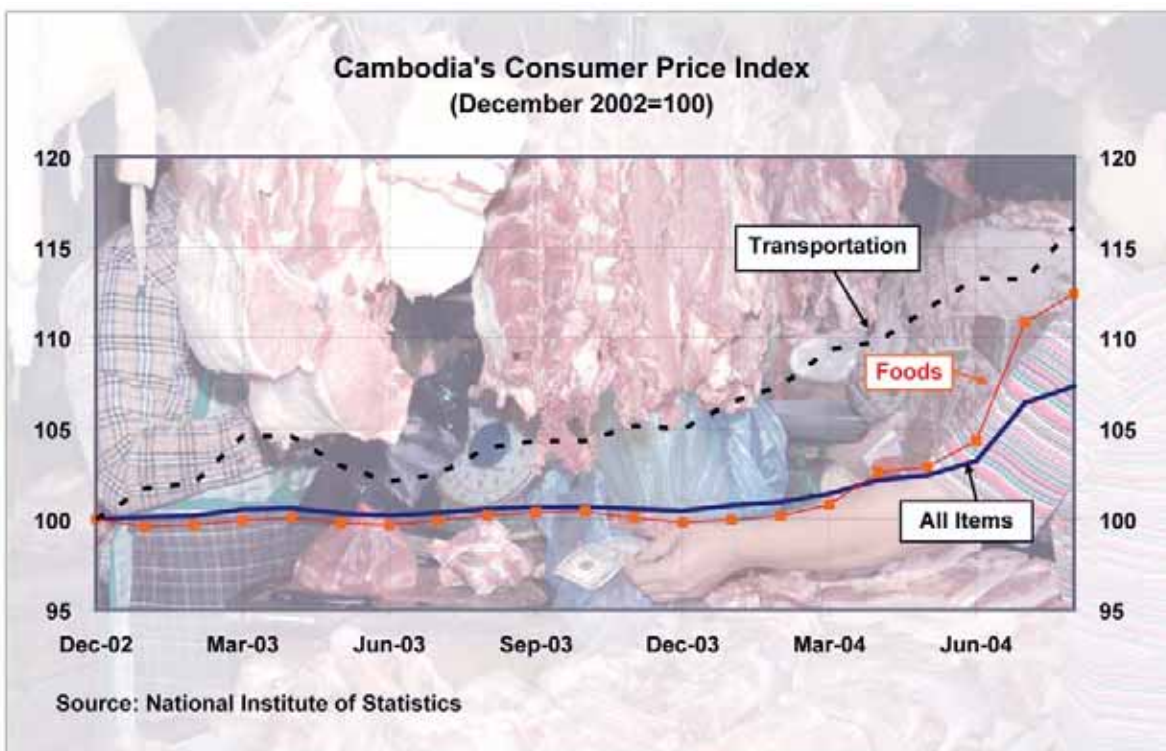


Macroeconomics and Modeling

Its macroeconomics and modeling capacity distinguishes EIC from other economic research organizations in Cambodia. To date, EIC is the only organization in Cambodia that possesses a Computable General Equilibrium Model, a Provincial Projection Model and a Detailed Demographic Model that can produce forecasts for the Cambodian economy for the short, medium and long term. In 2005, EIC initiated the input-output model in Cambodia.

EIC intends to use macroeconomics and modeling to formulate realistic and scientifically based macroeconomic policies aimed at reducing poverty in the country. EIC's macroeconomics and modeling capacity also serves as a framework for sectoral and micro studies to follow, capable of taking into account the array of variables specific to the Cambodian context, such as macroeconomic supply and demand, demography, geographical inequalities, constraints to private sector growth, potential industry diversification and rural development, etc.

EIC's modeling capacity will help identify in detail the strengths and weaknesses of the Cambodian economy. With the ability to assess the economy's demand and supply, evaluate and rationalize financial needs for economic development, understand constraints and challenges facing the private sector, the institute's modeling activity will provide wide-ranging and essential economic data.



Microeconomics and Infrastructure

EIC will continuously seek to shed light on the unanswered questions of how Cambodians can benefit from globalization. For that reason, EIC has conducted a comprehensive study on agriculture development road map to identify opportunities and challenges of WTO membership for Cambodian farmers.

To make the population fully benefit from globalization, EIC believes that infrastructure development is critical. Studies on irrigation, roads, and electricity-network development will be top EIC priorities in the next coming years.

Last but not least, EIC's constant effort to focus on economic governance and socio-economic policy formulation also poses the issue of increased challenges necessitated by the need for better competitiveness, such as the constitution of export processing zones (EPZs), the establishment of contract farming, the promotion of rural micro, small and medium-size enterprises (MSMEs), the facilitation of transparent border trade, etc.



Governance and Decentralization

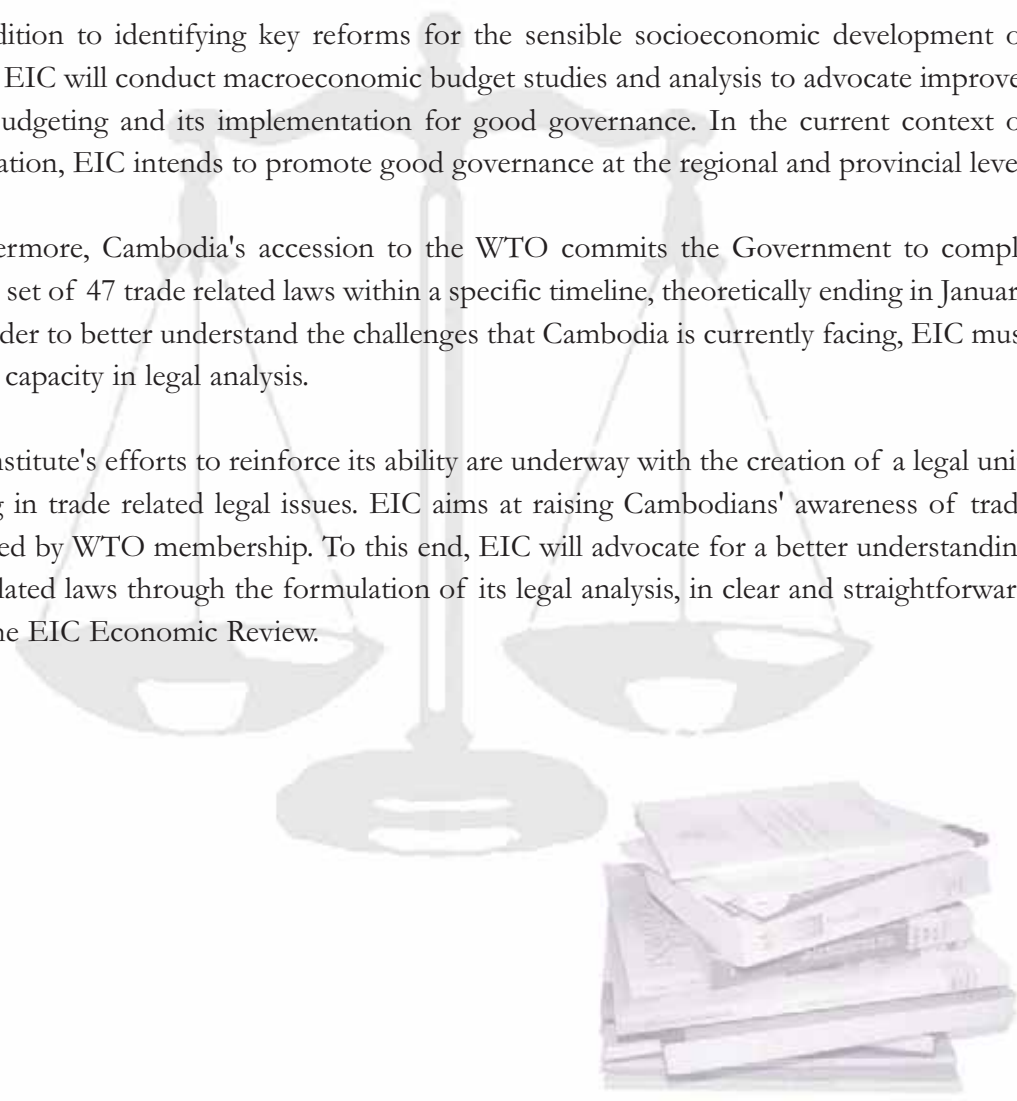
Cambodia has committed to implement state reforms in order to reach its Millennium Development Goals through the Government's Rectangular Strategy. Noticeably, the implementation of administrative decentralization at the communal level raises great challenges in terms of good governance. To date, no study using scientific modeling has yet been conducted in order to assess the impact of better governance in Cambodia.

Through its Computable General Equilibrium model, EIC can predict how deeply economic development, especially key aspects such as business and investment climates, is dependent upon successful governance reforms.

In addition to identifying key reforms for the sensible socioeconomic development of Cambodia, EIC will conduct macroeconomic budget studies and analysis to advocate improvements in budgeting and its implementation for good governance. In the current context of decentralization, EIC intends to promote good governance at the regional and provincial level.

Furthermore, Cambodia's accession to the WTO commits the Government to comply with a total set of 47 trade related laws within a specific timeline, theoretically ending in January 2006. In order to better understand the challenges that Cambodia is currently facing, EIC must develop its capacity in legal analysis.

The institute's efforts to reinforce its ability are underway with the creation of a legal unit, specializing in trade related legal issues. EIC aims at raising Cambodians' awareness of trade rules entailed by WTO membership. To this end, EIC will advocate for a better understanding of trade related laws through the formulation of its legal analysis, in clear and straightforward terms, in the EIC Economic Review.



Data Provision and Surveys

EIC aims to be the foremost provider of socio-economic data in Cambodia. The data will be presented in an accessible way. There will be great effort to utilize electronic means, namely the internet, to achieve this aim. The Data Provision and Survey Unit will concentrate on two main activities:

- Developing and providing existing socio-economic data, especially through EIC's website. These data include:
 - Details of 22 economic sub-sectors and accounts by economic units, drawn from EIC's Macroeconomic and Sectoral Models (Computable General Equilibrium Model).
 - Figures on GDP, population, and crop production by province, drawn from EIC's Provincial Projection Model (PPM); Demographic data (sex, age, fertility, mortality, economic participation); Other data such as the national budget, trade, investment, a monetary survey, foreign loans and grants, tourism, garment exports and agricultural production.
- Formulating surveys and polls, collecting and analyzing the survey data. Executive surveys will be conducted annually in co-operation with the World Economic Forum.



Capacity Building and Workshops

One of EIC's goals is to contribute to Cambodia's development through capacity building. Over the next three years, EIC plans to carry out the following training activities:

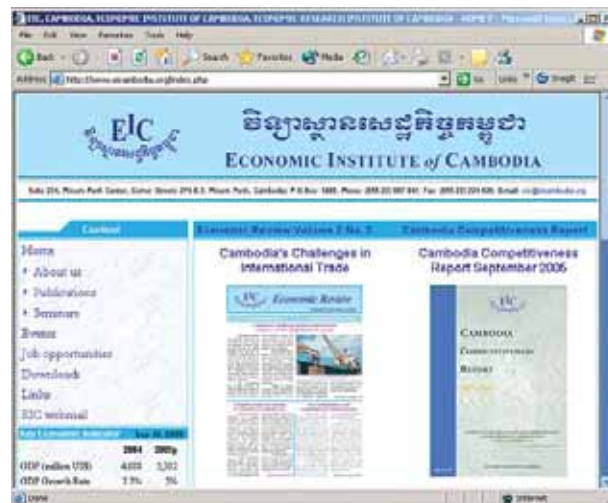
- Provide technical assistance (TA) and training to parliamentarians and their assistants. EIC has initiated this activity with the support of the Canadian-Cambodian Legislative Support Project (CCLSP). But much more has to be done to strengthen the capacity of the Cambodian Parliament;
- Provide TA and training to journalists on economic and social issues. Journalists often consult EIC staff for economic information and analysis. Such trainings would facilitate communication between journalists and researchers, and to promote economic education through the media;
- Conduct training for other least-developed countries (LDCs) on lessons learned from Cambodia's accession to the WTO. Cambodia is the first LDC to receive an invitation to join the WTO under the provisions of the Doha Declaration. Lessons learned from this experience could be helpful for other developing countries as each pursues its respective accession negotiations. Since 2004, EIC has participated in the WTO Regional Trade Policy Courses implemented by the University of Hong Kong.



Communication and Marketing

EIC does not seek simply to produce research reports and then make them available to the public. EIC wants to go much further by pro-actively communicating and marketing its research findings and recommendations.

The aim is to promote economic awareness among target audiences that include not only key policy-makers, but also the general Cambodian public. To achieve this objective, EIC has developed a plan to maximize the impact of its research, through print publications, its website, the media, conferences, workshops, and direct consulting.



Publications and Website

EIC main publications are:

Economic Review: EIC publishes a quarterly Economic Review, which contains thematic articles written so that complicated subject matters are cogent to general readers while not shying away from analysis that contain powerful policy recommendations.

Cambodia Economic Watch: Using its comprehensive macroeconomic database and modeling, EIC produces a bi-annual Cambodia Economic Watch, which provides in-depth analysis of sectors and trends in the Cambodian economy.

Cambodia Competitiveness Report: In co-operation with the World Economic Forum, EIC began conducting an annual Executive Survey with 100 top CEOs on competitiveness issues in Cambodia beginning in the spring of 2005. Comprehensive fact findings and in-depth analysis will be published annually.

Special Economic Report: Each year, EIC conducts a special research topic relevant to Cambodia's development priorities. These research findings will be published in the special economic report.

Working Papers: Subject to their relevance, EIC research findings are also to be published in various well known external publications. Primarily, EIC working papers will be published in the Cambodian Economic Review of the Cambodian Economic Association (CEA). The CEA review is aimed primarily at practitioners and policy-makers.

Moreover, EIC uses the electronic media to make its output available to the public in Cambodia and overseas watchers. In addition to its publications, EIC will post on its website (www.eicambodia.org) extensive socioeconomic data including its research and modeling.



Workshops and the Media

EIC will continue to actively make use of the media to bring its research findings and recommendations to the public, while remaining cognizant of the potential pitfalls of relying on the media for accurate reporting on complicated economic issues.

EIC will thus also seek to minimize the potential errors contained in media reporting. As part of this dissemination strategy, EIC will cooperate with the media as follows:

- Newspapers/Magazines: EIC will communicate through newspapers and magazines by offering interviews to journalists, holding press conferences, and submitting letters to editors;
- Radio and Television: EIC staff will be available for interviews by radio and TV stations, and participate in talk shows and other forums;

In addition to dissemination through print publications, website, and media, EIC will actively organize workshops and conferences, and provide lectures for universities and NGOs. EIC will also continue to organize specific roundtable discussions and consultations for the Parliament and the private sector.



Budget

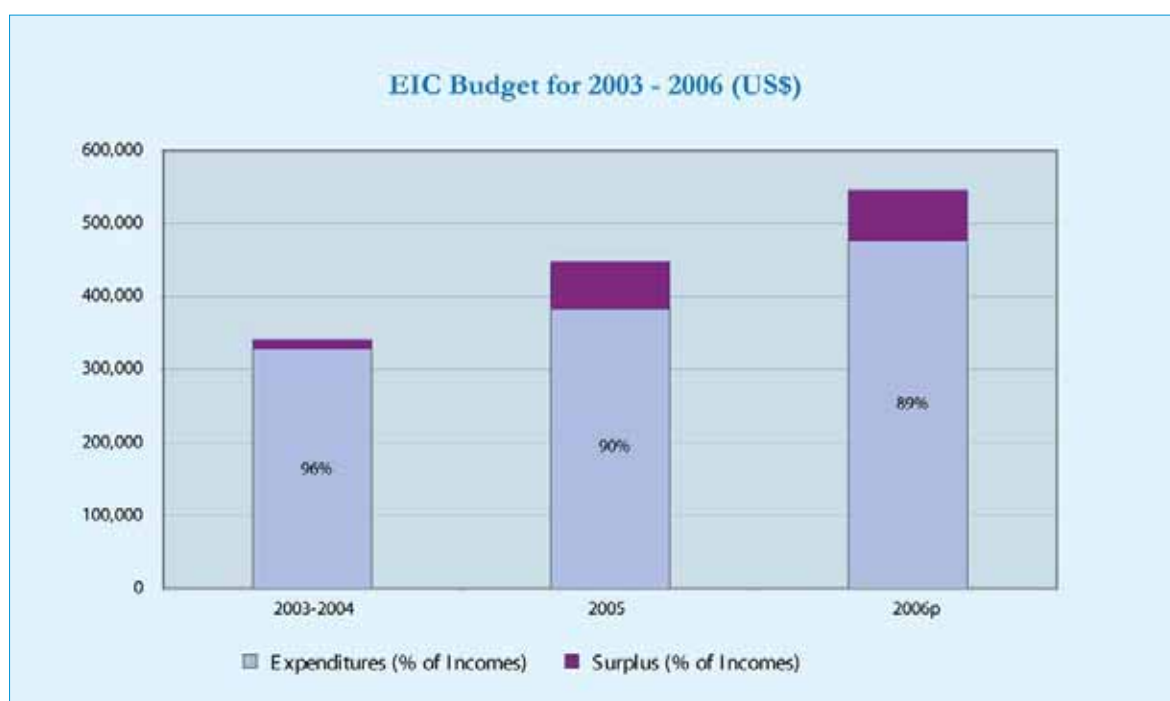
In the course of preparing budget projections, EIC conducted a brief survey with potential donors in Cambodia to assess their research needs. The budget projection is thus based on this survey.

EIC received substantial funding during its start-up in August 2003 from USAID/TAF. This funding represented almost all of EIC's revenue from August-December 2003. Beginning in 2004 onwards, EIC continues to seek to diversify its funding sources and also to increase significantly its program activities. Therefore, the share of core grants (USAID/TAF funding) was significantly reduced to less than 30 percent in 2005, as compared to 66 percent in 2003-2004.

In 2005, EIC revenue was basically double (on a monthly average basis) compared with 2003-2004. We expect that this growth continue to be relatively strong in 2006. The diversification and expansion of research areas was behind this good performance. Nevertheless, 2007-2008 will be a consolidation period, with EIC revenue significantly slowing down.

On the expenditure side, the planned increase in spending during 2005-2006 remains in line with revenue assumptions. Salary represents around 55 percent of total expenditures.

Due to the sharp increase in consulting activities, annual surpluses for 2005 reached about 10 percent of total income. For 2006-2008, these surpluses would be kept at around 10 - 12 percent. As a not-for-profit organization, these surpluses constitute savings needed for further expansion of EIC activities and for the organization's sustainable development.



Human Resources

EIC is structured into three main sections: Research, Management, and Communication. EIC has 34 staff members at the end of 2005, of which five are in Management, five in Communication, and 24 in Research, while the Director works in both Research and Management areas.

As anticipated, funding generated during 2005 allowed EIC to substantially increase the capacity of its Research section, through the recruitment of eight research assistants and five researchers. To respond to EIC's policy to diversify its areas of research, specialists in sectoral development, infrastructure and governance were recruited at the end of 2005.

The Communication team was expanded to accompany EIC's activity growth, and its plan to increase the scope of its economic database available through the internet. The Administration team was reinforced. From an organizational perspective, in order to efficiently address growing demand, one of EIC's priorities is the reinforcement of its human resources, capacity building, and the decentralization of its organizational structure.

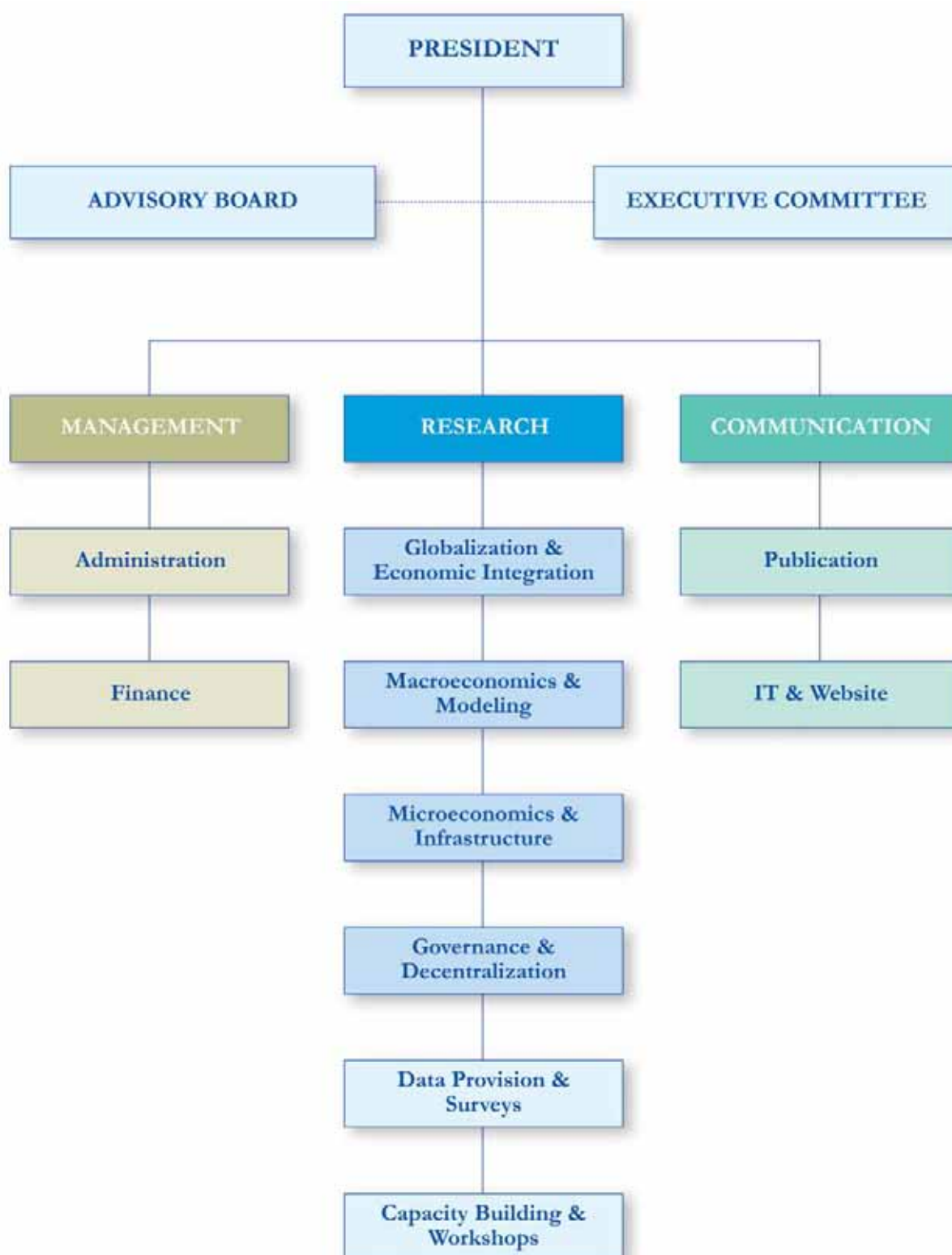
Currently, the President of the Institute holds the position of Research Director due to the difficulty of finding a candidate with a similar profile. EIC will continue its search for the right person for this position.

EIC will favor internal promotion and increase the involvement of researchers in the management. As part of management decentralization, an Executive Committee composed of three members has been created. It functions through collective decision-making, and will progressively take over administrative and internal management decisions.

With regard to staff qualifications, EIC researchers must hold at least a Masters degree from a reputable university from abroad, while other staff members should hold at least a Bachelors degree. The staff remunerations, therefore, fully reflect the capability and competence in line with those of international non-governmental organizations based in Cambodia.

EIC is also supported by an Advisory Board, which may become the Institute's Board of Directors. This advisory team is composed only of internationally renown academics.

EIC Organizational Structure



EIC Researchers' Profiles



Sok Hach

Founding President and Research Director

Sok Hach is the President and the Founder of the Economic Institute of Cambodia (EIC). Prior to the creation of EIC, he was an Economic Advisor to CDRI and also managed the macro-economics programme of the Institute. From 1993 to 1999, Sok Hach spent six years as Economic Adviser to the Ministry of Economy and Finance, a position funded by the World Bank to assist the establishment of a market-oriented economy in Cambodia. Before his return to Cambodia, Sok Hach was a consultant to major multi-national companies in France. He spent six years as chief economist with a leading US economic and financial consulting firm (Wharton Econometric Forecasting Associates) and five years as an economic researcher with Nanterre university in France. He holds a degree in economics from France (Ecole Nationale de la Statistique et de l'Administration Economique - ENSAE). Currently, he is also the

Main publications

"The Political Economy of Development in Cambodia", EIC Economic Review, Phnom Penh: Economic Institute of Cambodia, October-December 2005 [in English and Khmer].

"Addressing Social Justice for Economic Development and Democracy", EIC Economic Review, Phnom Penh: Economic Institute of Cambodia, November-December 2004 [in English and Khmer].

"Cambodia's Membership in the WTO and the Implication for Public Health", Yale Journal of Health Policy, Law, and Ethics Vol. IV No. 2, New Haven (Connecticut): Yale University, Summer 2004 [in English].

"The State of the Economy of Cambodia in 2001", The Cambodia's Annual Economic Review 2002, Phnom Penh: Cambodia Development Resource Institute, August 2002 [in English and Khmer].

"Development and Reform Policy in Cambodia", The Cambodia's Annual Economic Review 2002, Phnom Penh: Cambodia Development Resource Institute, August 2001 [in English and Khmer].

"The Economic Development and Reform Policy in Cambodia: Challenges and Perspectives in the Integration Process", Hanoi: CIEM Vietnam, July 2001 [in English].

"Transition of the Cambodian Economy", Canberra: The Australian National University, September 2000 [in English].

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"Un Cadre Economique pour la Reconstruction et le Développement du Cambodge", Paris: Chatomukh, 1991 [in French].

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"World Economic Outlook", Philadelphia: Wharton EFA, Quarterly, 1985-1990 [in English].



President of the Cambodian Economic Association.

Chea Samnang

Researcher / Executive Committee Member

Chea Samnang became EIC's office manager since mid-2005, after working two years as a researcher specializing in globalization and the WTO. He has written many articles about the economic affects of Cambodia's accession to the WTO, some of which have been published in the Yale Journal and the Cambridge University Press. He taught the Trade Policy Review Course co-organized by the World Trade Organization (WTO) and Hong Kong University. He graduated with an M.Sc. in International Finance CERAM- European Graduate School of Management, France and an MBA degree in International Business Management from AIT, Thailand.



Chan Vuthy

Economic Researcher

Chan Vuthy joined EIC in October 2004 as a researcher. Vuthy has acquired his expertise after graduating with an MBA from the Asian Institute of Technology in Bangkok, Thailand. He obtained his MA in Management at the European Business School, ESCP-EAP in Paris, France. Whilst working at EIC, he has specialized in private sector development and competitiveness. He was nominated as project team leader for the Cambodia Competitiveness Study, part of the World Economic Forum's Global Competitiveness Programme. In addition, he is also a main participant in designing concept papers and proposals for the organization's expansion.



Dourng Kakada

Economic Researcher

Dourng Kakada joined EIC in November 2004 and has been involved in extensive research and field surveys. He has equally worked as a team leader and trained parliamentary assistants. His research has led him to write a number of papers for the World Bank, ILO and EIC publications. He was awarded a full scholarship by the French government and the Asian Institute of Technology (AIT), for an MA in the Dual Degree Program. He earned an M.B.A in International Business from the Asian Institute of Technology in Thailand and a specialized MA in International Project Management from ESCP-EAP European School of Management in France.



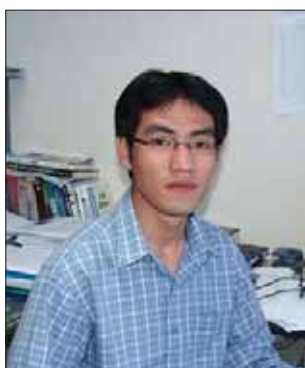
Khieng Sochivy
Research Fellow/ Governance Specialist

Khieng Sochivy joined EIC in December 2005 as Research Fellow/Governance Specialist. He obtained his MSci. in Natural Resources Management at the Asian Institute of Technology, Thailand in 1999. After working as a Project Manager for Concern Worldwide, an IOs, he pursued a Masters in Public Policy at the National University of Singapore. He brings to EIC over six years of experience in development and program management with various IOs and NGOs, including four years of professional work experience in local governance and decentralization with the UNDP Office and other related projects.



Kov Phyrum
Infrastructure Specialist

Kov Phyrum joined the Economic Institute of Cambodia in January 2006 as Infrastructure Specialist. He earned his MEng. from the Toyohashi University of Technology (Japan) specializing in Transportation Engineering. He has written two academic papers on mixed traffic network analysis. One of his papers was published in the Journal of the Eastern Asia Society for Transportation Studies, Thailand, 2005; and another was published in the Proceedings of Infrastructure Planning, Japan, 2005. Phyrum also has practical work experience, having worked as a site supervisor in Siem Reap for the construction of a hotel.



Lim Visal
Economic Researcher

Lim Visal joined EIC in June 2005 after completing his Master degree in Economics from the Hitotsubashi University in Japan, with majors in Development Finance and International Trade. He holds a bachelor degree in Economics from the University of Tokyo. Among honors and fellowships, he was chosen as one of the best-seven in a nation-wide high school mathematics competition and awarded the Monbushoo scholarship by the Japanese government. He was also awarded the Japan-IMF scholarship for Advanced Studies by the International Monetary Fund (IMF). He worked as a research assistant at the Research Institute of Economy Trade and Industry, Japan, while pursuing his studies.



Neak Samsen
Economic Researcher

Neak Samsen joined EIC in November 2004. He holds an M.A. in Economics specializing in economic development and policies from KOBE University, Japan. As a researcher he focuses mainly on international trade and poverty issues. His research is related to international trade, FDI, poverty, regionalization and globalization. Before working at EIC, Samsen gained experience as an assistant to the Business and Collaboration unit at the Cambodian Agriculture Research Institute. At EIC, he has extensively lead and been involved in various research and training projects. His recent work was published in the Cambodia Economic Watch.



Neou Seiha
Economic Researcher

Neou Seiha joined EIC in November 2004 as a researcher specialized in data compiling and modeling. He received his Bachelor of Business of Administration at the Royal University of Law and Economics in Cambodia, diploma delivered by the French Cooperation and Asian Institute of Technology (AIT). He completed a Bachelor of Economics and Management and an MA in Economics specializing in computer engineering to provide decisions and economic assessment at the University of Lumière Lyon 2 in France. As an EIC researcher he has served as a project task manager and as a data consultant heading the online database project.



Nuth Monyrath
Legal Researcher

Nuth Monyrath joined EIC in August 2004, as part of the research team, specializing in legal issues. He earned his MA in International Law from the Transnational Law and Business University (South Korea). He has been involved in many research projects on the informal economy commissioned by the International Labor Organization. His articles have also been published in EIC's Economic Review. His research on the competition scenario in Cambodia for a regional project on Advocacy and Capacity Building on Competition Policy and Law in Asia funded by CUTS International under the sponsorship of DFID and SECO was greatly accepted and viewed as an important contribution to the sector.



Oum Sothea
Researcher (PhD Student at Monash University, Australia)

Oum Sothea joined EIC in April 2004 as a researcher specialized in Macroeconomics, after completing his MA in Economics from Kobe University, Japan under the Japanese Government Grant Aid for Human Resource Development Scholarship (JDS). He is a co-author and team leader for Cambodian Economic Watch, a project sponsored by the World Bank since 2004, and his articles have been published in EIC's Economic Review. He subsequently won a full scholarship to pursue his doctoral research at the Centre of Policy Studies, Monash University, Australia where he is going to construct the first Input-Output table and a Computable General Equilibrium (CGE) Model for Cambodia.



Sieng Deline
Legal Researcher

Sieng Deline joined EIC in December 2004, as a legal researcher specializing in trade-related law and public administration. After obtaining a "Maitrise" of Private Law from the Université Lumière Lyon 2 - School of Law (France), he earned his Masters of Public Administration from the same university. For three years he taught at various Phnom Penh universities where he gained an important insight into providing accurate and reliable information. His teaching experience eventually brought him to work as a researcher at EIC. He is currently involved in a project supported by CUTS-International, on "Comparative Studies on Sectoral Regulation in Developing Countries". In addition, he has contributed a number of articles for different EIC reviews, specifically related to legal and administration issues.



You Sethy
Economic Researcher

You Sethy is an EIC economic researcher who holds an M.A in International Development specializing in macroeconomics and policies from the International University of Japan (IUJ). Before joining EIC in January 2006, Sethy spent five years working at the Bureau of Urban Affaires, Municipality of Phnom Penh, as an Architect and Urban planner. His job was related to the development of the city's physical condition which covered a wide range of tasks such as designing a master plan, improving the city's infrastructure, conserving urban historical heritages, and upgrading urban poor living conditions. Currently, the issues related to poverty alleviation, FDI, regional and global integration, and international trade are his areas of interest.

EIC Main Research Projects

Global Competitiveness Programme

"Executive Opinion Survey" is a survey conducted by EIC under the "Global Competitiveness Programme" of the World Economic Forum. Every year this program produces a report, entitled the Global Competitiveness Report (GCR), which evaluates economic competitiveness of a large sample of countries (117 in 2005). It also highlights and ranks the competitiveness of each country according to various criteria like technology, infrastructure, human resources, etc. Because of the EIC survey of 100 top CEOs, Cambodia was included in this report for the first time in 2005.

Capacity Building Development for MPs Assistants

EIC has conducted in, collaboration with the Parliament of Cambodia, several studies at the district and commune level. The studies were commissioned by the CIDA under its Cambodia-Canada Legislative Support Project (CCLSP). The studies were to assess the potential development of various communes with the availability of different resources. Last year three studies were carried out in accordance with this programme. These were: (i) rice crop assessment in Po Marel Commune (Kampong Speu) and in Soeng Commune (Takeo), (ii) fishery assessment in Kampong Tralach Commune (Kampong Chhnang) and in Anlong Rang Commune (Pursat) and (iii) potentiality of rural development of Mondulkiri province. The findings from each study were disseminated to Cambodian MPs and Senators through workshops and roundtables.

Cambodia Poverty Assessment

"Poverty Assessment in Different Communes of Four Remote Districts" is a project commissioned by The World Bank to conduct a comprehensive, in-depth study on poverty. It is expected to identify key constraints to rural-based economic growth in several geographical locations. The study has been conducted in at least three communes of each of the selected four districts (Malai, Phnom Sruoch, Puok and Mesang).

Linkages between Trade, Development & Poverty Reduction

"Linkages between Trade, Development and Poverty Reduction" is another project that EIC is currently conducting with CUTS-International. The first main objective of this project is to facilitate cross-fertilization of experiences and lessons learned on linkages between trade, development and poverty reduction in developing countries in order to develop appropriate policy responses. The project is composed of two main activities. The first is to conduct a survey of stakeholders in Cambodia concerning linkages between trade, development and poverty reduction and the second is to disseminate the findings to increase public awareness on the issues through national and international conferences, workshops, and press releases.

Determinants of Labor Productivity in Cambodia's Garment Industry

The purpose of the "Determinants of Labor Productivity in Cambodia's Garment Industry" study is to identify strategies for improving the competitiveness of Cambodia's garment industry, with particular emphasis on increasing the productivity of its workforce. Over a six-week period, data were collected from more than 80 factories through interviews, site visits and questionnaires. This study was conducted by EIC in collaboration with several consultants from AIRD (US), and Werner International (Belgium) for Nathan Associates. The findings and recommendations of this study were widely disseminated through the report *Measuring Competitiveness and Labor Productivity in Cambodia's Garment Industry*

Informal Economy, Poverty and Employment - Labor Protection

These two surveys will be conducted by EIC under the auspices of the International Labor Organization (ILO) Informal Economy, Poverty and Employment Project. The purpose of these surveys is to determine the actual working conditions and the rights of workers in the informal economy, to which Labor laws and regulations are legally and practically inapplicable, so that recommendations can be made for extending Labor protection to those who work in this sector.

La Place du Français au Cambodge, état des lieux et perspectives d'avenir

"La Place du Français au Cambodge: Etat des Lieux et Perspectives" is a survey conducted by EIC for the French Embassy in Phnom Penh. This survey concerns the perception of Cambodians of both the French language and know-how and will be conducted in the cities and provinces of Phnom Penh, Kampong Cham, Siem Reap, Battambang, and Sihanoukville with a sample of 230 people (of which 200 will be for a quantitative survey and 30 for qualitative interviews), comprised of students and their parents, school directors, businessmen, officials, parliamentarians, and government employees.

Re-Inventing Government in Asia and Pacific Region

"State of the National Budget and Decentralization Process" is an EIC research project related to decentralization. It is part of a study for the regional forum on "Reinventing Government in East and Southeast Asia" organized in 2004 by UNDP and UNDESA in Penang, Malaysia. The study highlights the effectiveness and constraints of public service delivery in Cambodia, such as health, education, infrastructure etc. and points out the necessity of decentralization to improve public service delivery.

South-South Economic Cooperation: Exploring Mekong- Ganga Relationship

"South-South Economic Cooperation: Exploring Mekong Ganga Relationship" will explore and analyze trade and economic relations between India and three Mekong countries, viz. Cambodia, Lao PDR and Vietnam. This study, commissioned by CUTS-International,

consists of a literature review; field research among different stakeholders such as policy-makers, the business community and civil organizations; and advocacy through seminars.

Advocacy and Capacity Building on Competition Policy and Law in Mekong Region

"Advocacy and Capacity Building on Competition Policy and Law in the Mekong Region" is an EIC study of the 7Up2 Project coordinated by CUTS International. Through research-based advocacy and capacity building, this study aims to accelerate the process towards appropriate competition laws and policies. An open conference was held in July 2005 and the handbook, Cambodia Competition Law and Policy: a Civil Society Perspective was drawn up by EIC to disseminate, as widely as possible, the results of the study to the public.

Comparative Study of Sectoral Regulation in Select Developing Countries

The purpose of the "Comparative Study of Sectoral Regulation in Select Developing Countries: Lesson for Policy, Governance and Implementation" is to provide an opportunity for establishing benchmarks relevant for developing countries in sectoral regulation. The research, conducted in partnership with CUTS International, primarily focuses on preparing a situation report of regulatory practice in Cambodia.

Trade Liberalization in Services - ASEAN Economic Forum Research Project

EIC is a member of the ASEAN Economic Forum Research Project - AEF which was initiated by the World Bank Institute to assess the trade liberalization in service within the ASEAN countries. Based on 11 priority sectors of ASEAN, EIC has conducted some research topics on impacts of trade liberalization in the service sector on the economy, on the trade liberalization in the health sector and the rule of origin in services.

Managing the Challenges of WTO Participation by WTO and Cambridge University

EIC has joined the project to illustrate Cambodia's case study on how stakeholders deal with WTO participation. The objective of the case study is thus to explain Cambodia's accession process, and what and how policy makers, the private sector, and civil society perceive and deal with WTO membership. The book has been published in the Cambridge University Press a month before the Hong Kong Ministerial Conference and received strong commendations from distinguished experts in the field, such as former WTO director-generals and US trade representatives.

How Do International Trade Agreements Influence the Promotion of Public Health?

The case study is to assess the impact of Trade Related Aspects of Intellectual Property Right - TRIPS Agreement on Cambodian public health care. This article is published in Yale Journal of Health Policy, Law and Ethics, VOLUME IV, ISSUE 2: SUMMER 2004 pp.363-371
http://www.yale.edu/yjhple/previous_links.html

Partnerships

EIC works closely with The Asia Foundation to develop its main research frameworks during 2003-2005. In addition, EIC focuses on working with other research institutes to establish and strengthen partnerships. A Memorandum of Understanding was agreed on with Paññasatra University of Cambodia (PUC) and EIC in 2004. In addition to domestic partnerships with academic institutions, EIC aims to establish links with international research bodies.

Up to December 2005, EIC also works with various international organizations to conduct research and surveys:

- APR (Asia Policy Research): Garment Industry Assessment after 2005
- CCLSP/CIDA: Capacity Building Development for MPs Assistants
- COWI A/S: Natural Resource Management
- CUTS- India: Advocacy and Capacity Building on Competition Policy and Law in the Mekong Region, Comparative Study of Sectoral Regulation, Linkages between Trade, Development & Poverty Reduction
- EADN: The Political Economy of Development in Cambodia
- French Embassy: La Place du Français au Cambodge
- ILO: Informal Economy, Poverty and Employment, Labor Protection
- KIASIA: Impact Study of SME Cambodia
- Konrad Adenauer Stiftung: Social Justice and Development
- NATHAN Associates: Determinants of Labor Productivity in Cambodia's Garment Industry
- Pact: Corruption in the Private Sector in Cambodia
- SAGRIC International Pty Ltd: Cambodia Pay Reform
- UNDP: Re-inventing Government in Asia and Pacific
- World Bank: Cambodia Poverty Assessment, Natural Resource Management Framework, Cambodia Economic Watch
- World Economic Forum: Executive Opinion Survey under Global Competitiveness Program
- World Trade Organization: Cambodia's Accession to WTO: How Policy Makers Deal with the Membership, Non-Tariff Measures, WTO Regional Trade Policy Courses 2004 in collaboration with University of Hong Kong.
- Asian Community Research Center (ACRC): Osaka Sangyo University, ASEAN—GMS STUDY GROUP “The Role and Issues of LDCs for Economic Integration in Asia” and “The Development of GMS and Asian Economic Integration”
- Mekong Institute: EIC is Cambodian representative to Mekong Institute Research Advisory Committee - MIRAC



EIC Staff



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