# **FINANCIAL SECTOR BLUEPRINT FOR 2001-2010**

# I.I. The Banking Sector

VISION: A competitive, integrated, and efficient banking system that	Phase I (2001-2004)	Phase II (2005-2007)	Phase III (2008-2010)
is properly regulated and supervised and effectively mobilizes savings to provide financing to support the growth of the private sector	Lay the Foundation for the Banking Sector Development	Enhance Intermediation through Competition	Promote Efficiency through Integration and Reorganization
Monetary Policy	Establish a basic framework for monetary policy	Improve monetary policy instruments	Develop a market-based monetary policy framework
	Streamline reserve requirements     Phase out the guarantee deposit or capital reserve required for bank licensing     Reduce the reserve requirement ratio on riel-denominated deposits     Implement rediscount and refinance facilities	Phase out reserve requirements     Commence the operation of refinance/rediscount facilities	Introduce an open market operation system with the development of money markets
Supervision and Prudential Regulations	Establish a framework for supervision	Improve the enforcement of prudential regulations	Upgrade prudential regulations
	Establish a complete body of prudential regulations     Adopt surveillance and inspection procedures     Establish a fully staffed banking supervision department     Establish a uniform chart of bank accounts and disclosure rules consistent with International Accounting Standards (IAS)     Establish a prompt corrective action (PCA) system     Establish an anti-money-laundering regulation	Strengthen PCA implementation     Commence full on-site inspection with the National Bank of Cambodia (NBC) staff     Establish a transparent exit mechanism and streamline exit procedures     → Revise laws covering insolvency and liquidation of bank to eliminate inconsistencies     Establish legal and regulatory frameworks and procedures for bank merger and acquisition (M&A) and purchase and acquisition (P&A)	<ul> <li>Upgrade prudential norms in accordance with the Bank for International Settlement guidelines</li> <li>Strengthen risk management regulations with the expansion of nonbanking business by banks</li> </ul>

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	Phase I (2001-2004)	Phase II (2005-2007)	Phase III (2008-2010)
Bank Restructuring and Competition	Complete bank relicensing and liquidation of problem banks     Establish a contingency plan for banks that do not comply with conditions in their restructuring memoranda of understanding     Restructure/privatize the Foreign Trade Bank	Establish legal protection for supervisors against lawsuits for actions taken in fulfilling official duties      Enhance banking services through diversifying the scope of banking business      Diversify the scope of business by allowing banks to expand their business into nonbanking areas      Allow banks to set up nonbank financial institution (NBFI) subsidiaries      Establish legal and regulatory frameworks for consumer finance businesses such as credit card services, housing/mortgage finance, installment finance, factoring, etc.	Facilitate bank reorganization through incentives and a reinforced supervision system  • Strengthen the enforcement of PCA to facilitate early and orderly exit of nonviable banks • Strengthen the incentive system for promoting voluntary bank M&A and P&A • Refine the minimum capital requirement for banks involved in diverse nonbanking businesses

commercial banks Adopt a payment law to underpin the payment system Improve the backup system for smooth operation of the payment system NBC and the Bankers Association should adopt a protocol for an on- line banking system to facilitate future integration of an on-line banking network	Automate the clearinghouse     Establish an on-line banking     system in individual banks     Establish on-line banking system.     Increase investment in IT in the banking operations.	
Phase I (2001-2004)	Phase II (2005-2007)	Phase III (2008-2010)
	Promote outreach to rural areas by encouraging the establishment of branches  • Adopt an incentive system to encourage banks to expand branches into rural areas	Strengthen outreach to rural areas through competition  • Establish legal and regulatory frameworks for community-based savings institutions (e.g., credit unions, cooperatives) with
	Adopt a payment law to underpin the payment system Improve the backup system for smooth operation of the payment system NBC and the Bankers Association should adopt a protocol for an online banking system to facilitate future integration of an on-line banking network  Phase I	Adopt a payment law to underpin the payment system Improve the backup system for smooth operation of the payment system NBC and the Bankers Association should adopt a protocol for an online banking system to facilitate future integration of an on-line banking network  Phase I (2001-2004)  Promote outreach to rural areas by encouraging the establishment of branches  Adopt an incentive system to encourage banks to expand

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Capacity Building	Establish a capacity building mechanism	Strengthen NBC organizational structure	Enhance central bank independence
	<ul> <li>Appoint full-time Centre for Banking Studies (CBS) instructors under a competitive salary scheme</li> <li>Establish a central banking course for NBC professional staff in CBS</li> <li>Adopt a comprehensive re-training program for NBC staff with non-college-level education</li> <li>Adopt a mandatory training program for entry-level professional staff in CBS</li> <li>Adopting a competitive, merit-based compensation scheme in NBC</li> <li>Establish an inclusive bankers association</li> <li>Establish a banking institute for professional training of commercial bankers</li> </ul>	Redesign the division of responsibilities among departments with new job descriptions     Establish an effective recruitment system to attract competent staff to NBC     Introduce a performance-based compensation and promotion system to retain and develop qualified staff	Revise the Central Banking Law and the Banking Law to step up the independence of NBC

VISION: Establish viable, pro-poor and effective rural finance system for providing affordable financial	Phase I (2001-2004)	Phase II (2005-2007)	Phase III (2008-2010)
services to enable the poor to enhance rural income and reduce poverty	Implement a Policy and Institutional Framework for Rural Finance Sector	Increase Poverty Reduction Impact	Enhance Outreach
Implement and Enhance Rural Credit Policy	<ul> <li>Implement policy actions in Rural Credit Policy (RCP)</li> <li>Make applicable the provisions of the Banking Law to develop the rural finance sector</li> <li>Create forum for policy coordination</li> </ul>	Policy coordination  Review and, if required, amend RCP in the context of the ongoing financial sector development measures  Coordinate rural finance sector development with investments in poverty reduction, agriculture, rural infrastructure, irrigation, and agricultural research and extension	Policy review and coordination to continue as in Phase II
Strengthen Supervision and Regulation	Strengthen supervision and regulation	Improve application of prudential regulations	Introduce self-regulating mechanisms
	Establish supervision system for licensed microfinance institutions (MFIs) consistent with the overall framework for the banking industry     Introduce appropriate prudential norms for licensed MFIs	Strengthen MSD of NBC in its supervisory and regulatory capability	Enable the multisectoral nongovernment organizations (NGOs) to develop a self-regulatory mechanism for minimum service standards     Encourage emergence of rating agency for licensed MFIs
Building Rural Financial Infrastructure	Facilitate institutional transformation linkages, and services delivery	Establish a range of service providers	Establish a comprehensive institutional network
	Facilitate transformation of identified NGOs into licensed MFIs     Enhance access to resources of community-based groups through licensed MFIs	Introduce leasing and crop insurance     Establish venture capital and equity funds for licensed MFIs	Establish a legal framework for small farmer- or community-owned institutions to integrate with the formal financial sector

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	Phase I (2001-2004)	Phase II (2005-2007)	Phase III (2008-2010)
	Promote deposit and microcredit through licensed MFIs		Review equity threshold for licensed MFIs
		Expand institutional network     Enhance flow of term finance for agriculture through resource support and enhanced presence of banks in rural areas     Adopt incentive systems for commercial banks to expand in rural areas	
		Provide support for establishment of licensed MFIs     Deepen and broaden linkages between community groups, licensed MFIs, and banks	
Create Institutional Capacity	Strengthen the Rural Development Bank     Comprehensive capacity building support for licensed MFIs     Strengthen NBC's capacity with reference to the rural financial system	Develop specialized training centers     Introduce rural finance specialization in restructured /reorganized banks     Facilitate downscaling of operations for banks intending to enhance microfinance operations	Establish linkages with regional training centers and update their capacities and the quality of their courses
Ensure Pro-Poor Orientation	Build capacity for optimal utilization of financial services  Organize the poor into community groups for financial services	Promote innovative microfinance pilot projects  Establish pilot projects in resource-poor areas	Enhance outreach to special microfinance groups     Replicate successful pilots     Enlarge coverage of safety nets

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VISION: An insurance sector that protects businesses and	Phase I (2001-2004)	Phase II (2005-2007)	Phase III (2008-2010)
individuals from catastrophic events and the pension system that provides secure retirement, both of which provide capital for long-term investment in the real sector	Establish a Foundation for Insurance Sector and Determine Feasibility for Pension System	Promote Insurance Market through Private Sector Development and Establish Foundation for Pension System	Strengthen Insurance Sector and Initiate Establishment of Pension System
Insurance Sector			
Supervision and Regulations	Establish a regulatory and supervisory framework for insurance	Strengthen the insurance regulation and supervisory framework	Upgrade prudential regulations for insurance sector
	Establish an insurance supervisory unit within Ministry of Economy and Finance (MEF)     Adopt a subdecree to implement the insurance law	Strengthen the regulatory framework for insurance by refining prudential regulations to cover diverse insurance products     Reinforce the insurance supervisory unit by enlarging staff with qualified personnel	Establish an independent insurance supervisor

Phase I

(2001-2004)

Enhance capacity of community groups to establish linkages with licensed MFIs

Support capacity building of the poor for management of income-generating activities Phase II (2005-2007)

Bring innovations to address specific clients groups (e.g., the disabled)

Introduce safety nets to reduce

insurance services

of the poor

Introduce risk mitigation tailored to the needs of the poor, including

Extend protection to the savings

vulnerability

Phase III

(2008-2010)

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Phase III

(2008-2010)

Upgrade prudential regulations in accordance with the Insurance

Core Principles of the International

Association of Insurance

Supervisors

<ul> <li>Adopt a plan and establish legal frameworks and enforcement mechanisms to implement compulsory insurance</li> <li>Establish an interministerial working group to develop enforcement and monitoring system for compulsory insurance</li> </ul>	Establish insurance monitoring and enforcement system
Establish a basis for private sector development	Promote a competitive private sector insurance market
<ul> <li>Establish a joint venture between the state-owned insurance company and a private company</li> <li>Develop a transparent entry mechanism</li> <li>Adopt regulations to encourage the use of domestic insurance companies</li> </ul>	<ul> <li>Facilitate private insurance companies' entry into underwriting business</li> <li>Encourage foreign companies' participation</li> <li>Establish reinsurance institutions</li> <li>Divest MEF shares in joint venture</li> </ul>
	Increase outreach to rural areas
	Introduce crop insurance, weather insurance, etc.
Build capacity of insurance regulators and supervisors	Establish a training institution for the insurance sector
Conduct intensive capacity- building activities for insurance regulators and supervisors	Establish a comprehensive insurance training institution through international cooperation

Phase II

(2005-2007)

Implement compulsory insurance

Phase I

(2001-2004)

Establish prudential regulations including uniform chart of

accounts and disclosure rules consistent with IAS/ISA and a

PCA system

**Compulsory Insurance** 

**Insurance Industry Organization** 

**Outreach to the Rural Areas** 

**Capacity Building** 

Establish a framework for compulsory insurance

	Phase I (2001-2004)	Phase II (2005-2007)	Phase III (2008-2010)
Establish a training program to build the enforcement and monitoring capacity in the related government agencies			
Insurance Infrastructure		Develop an actuarial professional body	
		Adopt a legal and regulatory framework for a public actuarial system     Create an actuarial profession	
Pension System			
Legal Framework	Conduct feasibility study to establish a multipillar pension system	Establish legal framework for pension system	Implement legal framework for pension system
	Conduct feasibility study to determine appropriate design and timing for a mandatory public pension program, mandatory privately managed funded pension program, and voluntary retirement savings programs	Adopt legal framework for mandatory public pension program     Adopt legal framework for mandatory privately managed funded pension program     Adopt legal framework for voluntary retirement savings programs	Adopt subdecree to implement legal framework for mandatory public pension program     Adopt subdecree to implement legal framework for mandatory privately managed funded pension program     Adopt subdecree to implement legal framework for voluntary retirement savings programs  Implement mandatory public pension program     Introduce mandatory public pension program

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	Phase I (2001-2004)	Phase II (2005-2007)	Phase III (2008-2010)
Supervision and Regulation		Establish regulatory and supervisory framework for pension system	Strengthen regulatory and supervisory capacity for pension system
		Establish supervisory and regulatory body for pensions     Establish basic prudential regulations	Refine and complete corpus of prudential regulations to cover expanded pension system     Reinforce pension supervisory body by enlarging staff with qualified personnel
Capacity Building		Build capacity of pension regulators and supervisors	Establish capacity building institution for pension system
		Conduct intensive capacity building activities for pension regulators and supervisors	Establish comprehensive pension industry training institutions through international cooperation

# IV. Nonbank Financial Institutions

VISION: The establishment of diverse nonbanking financial	Phase I (2001-2004)	Phase II (2005-2007)	Phase III (2008-2010)
products and institutions that create more balanced financial structure, increase the depth of the financial market, and promote competition		Establish the Foundation of NBFIs	Promote Diversification of NBFIs
Leasing Business		Adopt a leasing business     Adopt a leasing law     Adopt a leasing regulation for commercial banks to conduct leasing business and/or to establish leasing company subsidiaries     Adopt a policy framework for promoting joint venture leasing companies	

	Phase I (2001-2004)	Phase II (2005-2007)	Phase III (2008-2010)
Money Market Intermediary		Develop money market intermediaries	
		Establish a legal and regulatory framework for finance companies, investment companies, nonfinancial corporations, individuals, and money market broker/dealers	
Capital Market Intermediary and Institutional Investors		Develop capital market intermediaries	Develop institutional investors for capital markets
		Establish a legal and regulatory framework for securities companies/subsidiaries, investment advisory companies, and securities finance companies     Establish a regulatory framework for banks to establish securities subsidiaries	Establish a legal and regulatory framework for trust business in banks, investment/management trust companies, mutual funds, venture capital companies, and the like
Development Finance Institutions			Establish development finance institutions to promote medium- and long-term lending
			Establish legal and regulatory framework for medium- and long-term export-import credit institutions (e. g., EXIM Bank) and other development finance institutions (e.g., leveraged leasing companies/subsidiaries)

# V. Interbank/Money Markets

VISION: Money markets that enable an interbank market that provides	Phase I (2001-2004)	Phase II (2005-2007)	Phase III (2008-2010)	
banks, companies, and individuals with the means for effective <del>ly</del> liquidity management <del>liquidity</del>	Establish a Foundation for Interbank Markets	Strengthen the Interbank Markets	Increase the Broaden Depth of Money Markets	
Interbank Market Arrangements and Scope	Establish interbank <u>market</u> arrangements	Expand the scope of the interbank markets	Establish integrated interbank markets	
	Establish interbank market <u>arrangement</u> s/procedures for commercial banks	Establish a framework for interbank markets to allow the participation of NBFIs (e.g., interbank repurchase agreement).     Develop a standardized interbank repurchase_(RP) contract and supporting regulations	Allow all financial institutions to participate in interbank/money markets	
Money Market Instruments  Create an enabling environment for money market development		Establish regulations governing financial institutions' instruments	Establish regulations governing non-financial institutions' instruments	
<ul> <li>Adopt a negotiable instruments law</li> <li>Set up a regulatory framework for interbank/money market activities</li> <li>Establish procedures for issuing interbank/money market instruments.</li> </ul>		<ul> <li>Adopt procedures and regulations for negotiable certificates of deposit (CDs), RP agreement, bankersbanker's acceptance, etc.</li> <li>Issue central bank securities (e.g., central bank CDs)</li> </ul>	Adopt regulations for trade bills, and commercial papers	
Treasury Bills	y Bills  Create an enabling environment for <u>T</u> treasury <u>B</u> bills			
Adopt a regulatory framework for the issuance of Treasury Bills     Adopt a medium-term plan to develop Treasury Bill markets     Capacity building for staff in National Treasury and NBC who are involved in Treasury Bill issuance		<ul> <li>Introduce a primary dealer system for government securities</li> <li>Regularize the issuance of Treasury Bills</li> </ul>		

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# VI. Capital Markets

VISION: Efficient and transparent capital markets with a critical mass of issuers that mobilizes funds for long-term investment	Phase I (2001-2004)  Create an Enabling Environment for Capital Markets	Phase II (2005-2007) Establish the Foundation for Capital Markets	Phase III (2008-2010) Develop Capital Markets	
Legal and Regulatory Framework	Establish a key legal/regulatory framework  Strengthen the capital market development unit Develop a master plan for creating a functional capital market	Establish a capital market surveillance framework  Establish an independent securities and exchange commission Establish a legal foundation for capital marketEstablish regulatory	Strengthen capital market supervision and surveillance  Upgrade prudential regulations in accordance with IOSCO principles	Formatted Formatted Formatted
	framework  Conduct a feasibility study to assess a critical mass of potential securities issuers infrastructure.  Draft a securities and exchange law Determine the basic structure of exchange regulations (e.g., listing requirements auction rules for trading, corporate disclosure, membership)	framework for capital market and prudential regulations.		Formatted: Bullets and Numbering  Formatted: Bullets and Numbering
Securities EExchange market		Establish a securities exchange     Exchange regulations (listing requirements auction rules for trading, corporate disclosure, membership, etc). Create a securities exchange board     Set up a computerized trading system     Establish a trading infrastructure (e.g., a securities depository system, and a clearing system)	Promote capital market participation  Adopt an incentive system to encourage firms to go public  Adopt corporate governance principles	<b>≯</b>

		Phase I (2001-2004)	Phase II (2005-2007)	Phase III (2008-2010)	
	Fixed-income Securities	Create an enabling environment for public bond markets  Establish regulatory framework for medium- and long-term government bond, and issue Treasury Bond and government savings bond  Establish legal and regulatory framework for local government, public instrumentality, and small and medium enterprises to issue bonds and notes	Promote the issuance of public bonds  Establish regulatory framework for medium and long term government bond, and Issue Treasury Bond and Savings Bond.  Establish legal and regulatory framework for SOEs to issue bands and notes. Establish or refine related legal and regulatory frameworks  Establish an incentive system to create a marketdemand for government bondswith tax incentives	Adopt a plan to develop corporate debt markets     Establish a legal and regulatory framework for the issuance of bonds of large banks and development finance institutions     Develop a trading system for fixed income securities	
]	Capacity Building	Build capacity for future capital market participants  Conduct intensive capacity building framework for capital market regulators through international cooperation  Adopt a training program for capital market participants	Strengthen capacity building for the public  Develop a comprehensive program for public awareness activities  Publish a master plan to create a securities exchange to provide general guidelines for listing requirements	Strengthen capacity building for capital market participants  Create an association of securities brokers and dealers  Establish a capital market training institution	•

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## VII. Financial Market Infrastructure

VISION: Legal and accounting systems that promote the rule of law	Phase I (2001-2004)	Phase II (2005-2007)	Phase III (2008-2010)	
in commercial and financial transactions and support good governance by promoting transparency, accountability, and predictability		Strengthen Enforcement and Establish Safety Net	Enhance Financial Market Infrastructure and Safety Net	
Legal Framework for Commercial and Financial Transactions	Create key legal infrastructure to underpin financial sector development	Strengthen law enforcement	Enhance the legal infrastructure for private sector development	
	<ul> <li>Adopt a company law, a bankruptcy law, a secured transactions law, etc.</li> <li>Adopt a civil code and procedure</li> <li>Implement the Governance Action Plan</li> <li>Adopt a law on Organization and Function of the Court including establishment of a commercial chamber</li> </ul>	Continue judicial reform Establish a commercial chamber in the court system Develop an adequate compensation scheme for commercial jurist Establish a public registry for secured transactions	Establish la egal framework for a public registration system for movables	
Accounting and Auditing Standards	Establish accounting/auditing standards and enforcement system	Strengthen enforcement of accounting/auditing standards	Enhance the enforcement of accounting standards	
	Promulgate Adopt a law on corporate accounts, their audit, and the accounting profession     Apply IAS/ISA to all companies in Cambodia     Establish an accounting standards board     Establish an association of accountants and auditors including committees on education and ethics     Adopt a code of ethics for auditors		Apply IAS/ISA -to private companies     Improve the enforcement of accounting and auditing standards	

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	Phase I (2001-2004)	Phase II (2005-2007)	Phase III (2008-2010)	
Financial Market Information Infrastructure	Create financial market information system	Expand the scope of arrangements for credit information sharing	Diversify and upgrade the market information system	
	Establish arrangements for sharing credit information among members of the bankers association	Formalize the membership of the arrangements for sharing credit information to include other credit institutions     Allow the participation of other financial institutions in the credit information sharing arrangements	Introduce a ef-credit rating database industry     Upgrade the capacity and accessibility of the arrangements for sharing credit information through increased investment in IT     Automate credit bureau.	Formatted: Bullets and Numbering  Formatted: Bullets and Numbering
Financial Market Safety Net		Enhance the banking sector safety net	Enhance financial sector safety net	
		Introduce a deposit insurance system for the banking sector     Adopt corporate governance guidelines for banks	Expand deposit insurance system into other credit institutions that participated in the payment system     Adopt corporate governance guidelines for nonbanking institutions	Formatted: Bullets and Numbering