Progress Report on the Implementation of the Public Financial Management Reform Program for the Second Quarter of 2026

Ministry of Economy and Finance

7th September 2026

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Content

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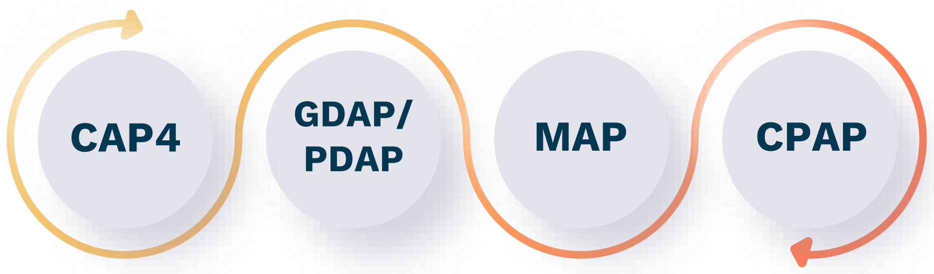
Introduction

Background

- Royal Government Circular No. 14 SR, dated 19 December 2024, on Performance Management under the Public Financial Management Reform Program.



Objectives

- Review and monitor the second quarter of 2026 implementation progress of the Public Financial Management Reform Program
- Discuss and address challenges, and put forward necessary measures
- Promote the implementation of yearly outputs in the subsequent quarters.

Report Preparation Methodology

1. Consolidated Action Plan Phase 4 (CAP4)
2. Progress Reports of the General Departments under MEF and the Capital-Provincial Department of Economy and Finance (GDAP & PDAP)
3. Progress Reports and Questionnaires of Line Ministries (MAP)
4. Progress Reports of the 12 Provincial Administration Action Plans (CPAP)
5. Progress of Executive Orders
6. Meetings to gather additional inputs and verify information with all relevant stakeholders

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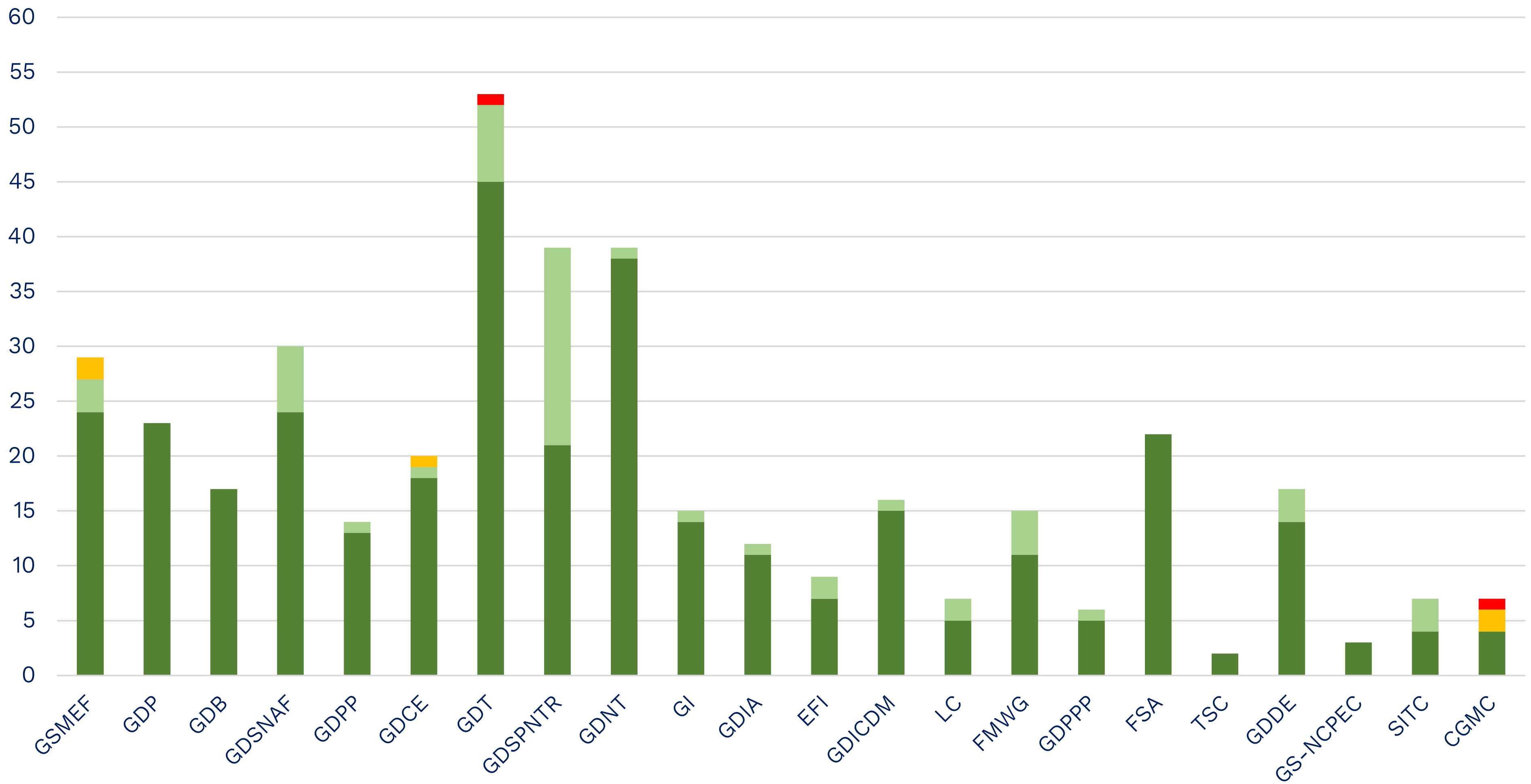
The PFMRP Implementation Progress in the Second Quarter of 2026

Planned Activities for the Second Quarter of 2026

	General Departments under MEF	Line Ministries	Department of Economy and Finance	12 Provincial Administrations
Part 1	131/164	386/440	165/172	108
Part 2	69/77	153/162	70/97	20
Part 3	56/67	75/85	-	3
Part 4	43/45	133/148	25/25	-
Part 5	41/49	98/108	-	12
Total	**340/402**	**845/943**	**260/294**	**143**

2.1. Progress of General Departments under Ministry of Economy and Finance



Summary: Total Activities **402**, of which fully achieved **340** | Substantial Progress or near completion **55** | Slow Progress or Below Target **5** | No Progress **2**

Part 1’s KPIs: Budget Credibility

1. **Revenue Outturn-to-Budget Law within (+/-5%)**

   ៖ **52.73%**
   - Tax revenue: **54.25%**
   - Non-tax revenue: **44.31%**

   (compared to annual target)

2. **Expenditure Outturn (Q2 : 45%)**
   - National Expenditure: **38,34%**
   - Development Partner Expenditure: Annual Evaluation

3. **Expenditure by Categories**
   - Salaries: **47.72%**
   - Goods/Services: **33.46%**
   - Capital: **18.72%**

4. **Current Revenue-to-GDP Growth**
   - Annual Evaluation

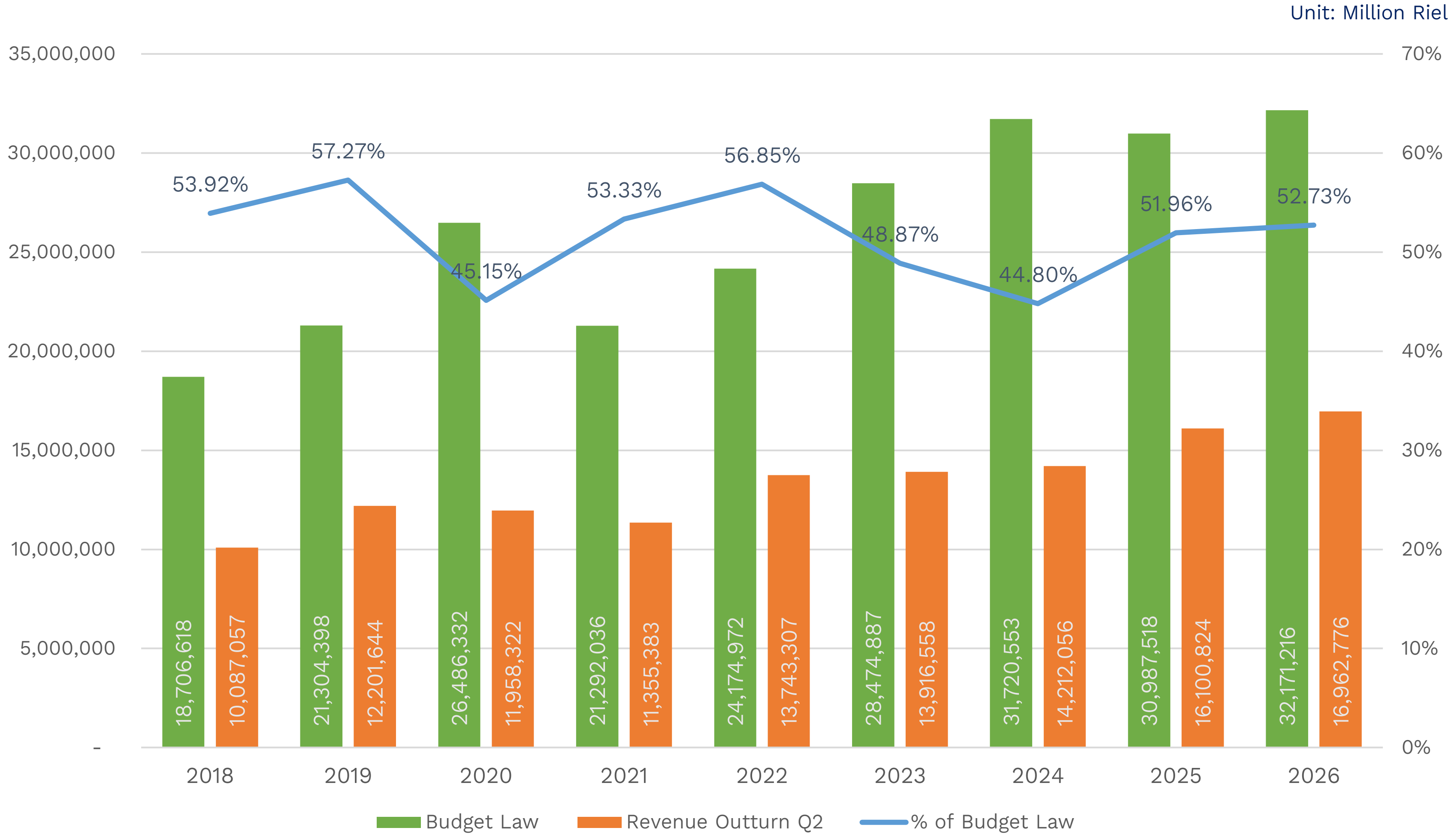
5. **Expenditure Arrears (less than 2% of total expenditure)**
   - 60 days : None
   - 45 days: **Draft Prakas on the Definition of Expenditure Arrears and the Service Standard for the stages of Budget Execution.**

6. **Treasury Single Account (TSA)**
   - Q1 : 71 Accounts
   - Q2 : 71 Accounts

Source: General Department of National Treasury (30 June 2026)

Part 1: Budget Credibility

Revenue Collection for the Second Quarter of 2026 continued its positive trend, despite Cambodia facing multiple crises and a high level of uncertainty from external factors.



Source: General Department of National Treasury (30 June 2026)

Revenue

National level achieved 54.2%

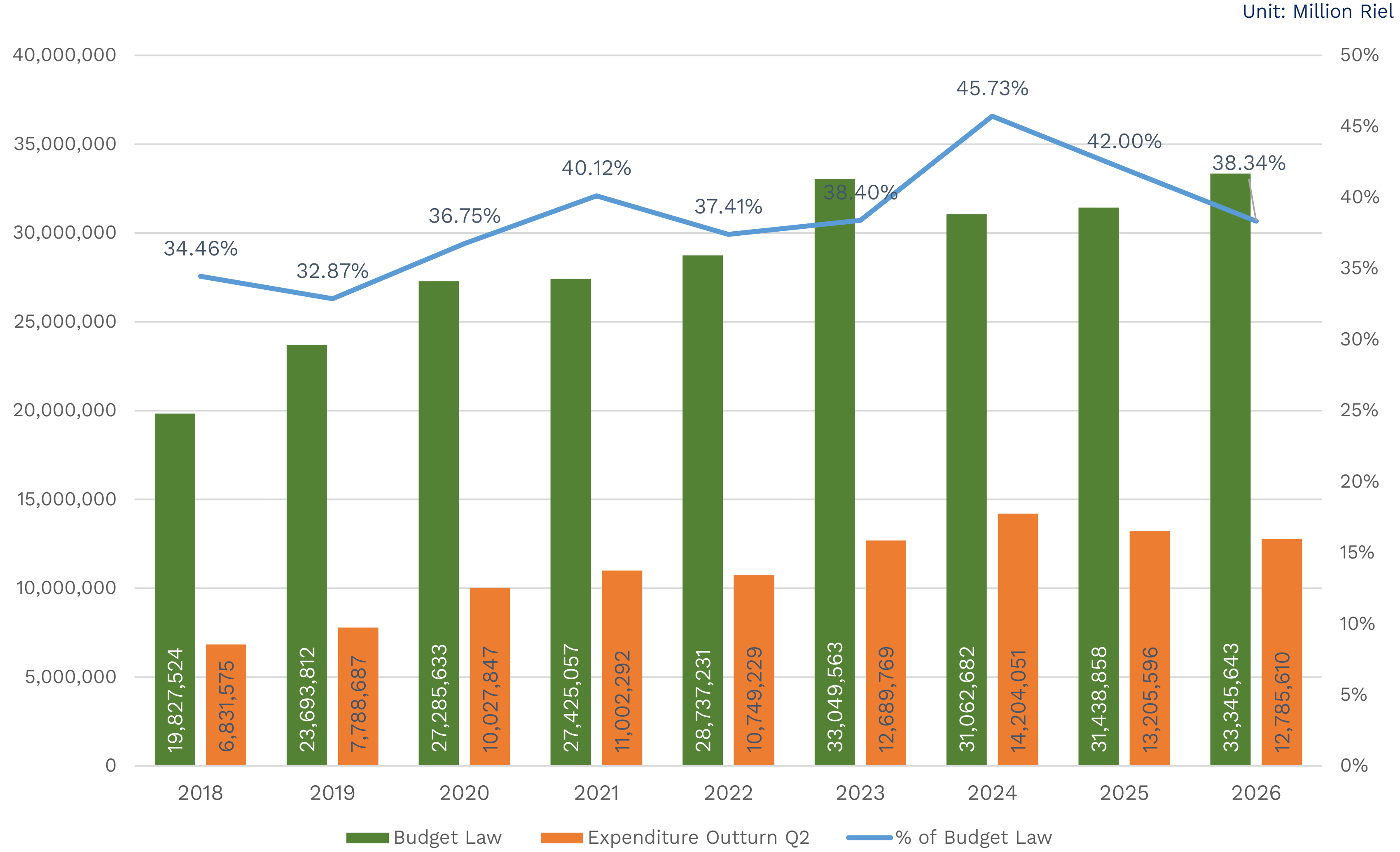
- ❖ Tax Revenue **55.9%**
  - General Department of Customs and Excise **49.2%**
  - General Department of Taxation **62%**
- ❖ Non-tax Revenue **44.68%**

Revenue

Sub-national level achieved 34.5%

- ❖ Tax Revenue **33.2%**
- ❖ Non-tax Revenue **40.7%**

The execution of the national budget expenditure in the second quarter of 2026 was below target due to the implementation of expenditure rationalization measures, combined with low execution of capital expenditure



National-level expenditure achieved: 44.15%

- ❖ Central administration **43.68%**
- ❖ Specialized Departments **49.29%**

Sub-national level expenditure achieved: 42.82%

- ❖ Capital-Province **43.66%**
- ❖ Cities-Districts **42.98%**
- ❖ Commune-Sangkat **40.82%**

Remark: Total expenditure = national-level expenditure + sub-national expenditure – subsidy from national to sub-national level

Source: General Department of National Treasury (30 June 2026)

Part 1: Budget Credibility

Tax Revenue

1

- Implementation of measures under the policy framework for the preparation of PIT (Q2): the report has been prepared and submitted to management.
- Implementation of the national policy on the development of EV vehicles (Q2): the progress report has been prepared and submitted to the management.
- Sub-decree on the implementation of PIT (Q3): draft sub-decree has been prepared for consultation.
- Cambodia Home Tax: the system has been launched for use.
- Collection of tax liability aged less than 3 years (20% annual target): total collection in Q2 is KHR 110.96 billion, while total tax liability is KHR 17,553 billion (less than 5%, quarterly target)
- Evaluation Framework for the management of special tax collection (Q4): the roadmap and the action plan have been prepared and submitted to management.

Non-tax Revenue

2

- Legal documents supporting the implementation of the E-payment system at the SNA level (city, district, khan): the circular has been put into use, and plan to organize a dissemination workshop.
- The action plan of the blueprint on the management of non-tax revenue reform (Q4)**(EO15)**: the draft action plan has been prepared at the general department level and plan to have a consultation meeting with relevant line ministries.
- Inter-ministerial Prakas on the provision of public services, penalties, and revenue allocation (Q4): 5 Prakas have been put into use.
- Core functions for managing revenue from public services in NRMIS (Q4): the revenue management function has been developed.
- Law on Pawnshop and pledge business (Q4): the draft has been prepared and will have a consultative workshop with relevant LMs and the private sector.

Revenue Mobilization Strategy Implementation

3

- Implementation of the Revenue Mobilization Strategy for 2025 (Q2): the report has been prepared and submitted to the management.
- Payment of dividends of public enterprises and joint-venture companies into the national budget (Q2): all 26 public enterprises have submitted their reports to the GDSPNTR, and the technical group is consolidating the reports for management.
- Data Governance Framework (Q3): the draft has been prepared.
- Legal documents on data sharing (Q3): the draft circular and draft Prakas on economic and financial data sharing have been prepared.

Part 1: Budget Credibility

Budget Forecasting and Execution

4

Forecasting

- Cash flow forecasting (+/-5%): The forecasting report has been prepared. The cash flow forecasts for Q1 and Q2 were within +/-6% range.

Budget Execution

- Implementation of the Standard Price List for Annual Budget Planning (Q4): has been prepared and put into use as a basis for the formulation and execution of the 2027 budget, covering both recurrent and capital expenditures, for 20 LMs (including PAEs under technical supervision) and 7 capital and provincial administrations.
- Quarterly budget execution: the budget execution report for Q2 has been prepared.
- Implementation of E-invoicing system: an additional 14 LMs have been mandated to use the system. (total: 28 LMs)
- Financial Management Manual (FMM-MEF): the draft has been prepared.
- Expenditure Arrears definition: the Draft Prakas on the Definition of Expenditure Arrears and the Service Standard for the stages of Budget Execution has been prepared and will have a consultation workshop in Q3.

Procurement Implementation

5

- Detailed action plan for implementing the updated strategy of public procurement reform 2025-2028 **(EO15)**: **approved by HE DPM**
- Manual on Post-Procurement Review (Q4): the draft has been prepared and discussed at the GDPP management level.
- Inter-ministerial Prakas on the establishment, organization, and functioning of procurement committees and procurement units of capital, provincial, city, district, and khan (new): the preparation of the new draft inter-ministerial Prakas has been delayed to 2028.
- Prakas on the adoption of standard bidding, request for quotation, and price survey documents for the procurement of goods and construction (Q4): the draft Prakas has been prepared.
- Guidelines and procurement procedures for implementing e-GP in FMIS (Q4): scheduled for completion in 2027.

Part 1's Conclusion

- Revenue collection maintained a positive trend compared to the previous year, despite facing multiple crises. This positive performance reflects the resilience of revenue mobilization and the effectiveness of measures under the Royal Government's Revenue Mobilization Strategy.
- Expenditure execution was below target, reflecting the implementation of expenditure rationalization measures, with a focus on appropriately prioritizing expenditures and ensuring the efficient and effective use of public resources, coupled with low execution of capital expenditure.
- Reform activities continued to make progress in both revenue collection and expenditure execution.

- The Public Financial Management Reform Committee (PFMRC) meeting on 6th August 2026 decided and provided measures to encourage the implementation of activities that General Departments need to pay more attention to and expedite the completion of planned activities under Part 1 as per scheduled timelines.

Part 2’s KPIs: Financial Accountability

1 Streamlining of Financial Transactions Through FMIS

- Re-current budget expenditure streamlining process: **30/38 LMs**
- Budget movement streamlining process: **30/38 LMs**
- Public procurement streamlining process: **8/38 LMs**

2 The Report Formats Developed in FMIS Based on the Annual Implementation of Financial Law: 79 formats

- R116 – National Budget Execution Report
- R117 – Expenditure by Program Report
- R118 – Consolidation of Expense and Revenue Report for Sub-national

3 State Property Management

- **SARMIS system**
  - The system has been deployed for use in all line ministries and SNAs.
  - The system can generate data reports, baseline-year reports, comparative reports, and other supporting reports.

4 Public Debt Management

- PV of Total Public Debt to GDP (Threshold 55%): **19.2%**
- PV of PPG External Debt to GDP (Threshold 40%): **17.9%**
- PV of PPG External Debt to Exports (Threshold 180%): **25.7%**
- PPG External Debt Service to Exports (Threshold 15%): **2.0%**
- PPG External Debt Service to Revenue (Threshold 18%): **9.0%** ។

5 Submission of Reports and Assessments (Compliance and Financial Status) of PAEs and SOEs

- Submission of PAEs’ Reports: **36/36 PAEs.** For the year 2024, **34 PAEs** are in compliance, and **2 PAEs** have yet to achieve satisfactory compliance.
- Submission of SOEs’ Reports for Year (N-1): **26/26 SOEs.** GDSPNTR is preparing the annual financial status assessment report for SOEs for the year 2025.

6 Timeliness of the Preparation of the Settlement Law and Annual Financial Statements

- **Settlement Law:** The draft has been prepared and submitted for discussion at working group meetings three times.
- **Annual financial statements:** The preliminary draft has been prepared, and the figures are currently being verified.

Part 2: Financial Accountability

FMIS Implementation

- Domestically financed capital investment transactions are processed in FMIS (Q4): awareness-raising has been conducted, and preparatory activities are underway for implementation in 8 LMs and relevant GDs.
- Externally financed capital investment data recording in FMIS (Q4): recording procedures have been prepared in preparation for implementation in 3 LMs and relevant GDs.
- Financial Management Information System (FMIS) Project phase 4: approved and officially launched.
- e-GP phase 1 in FMIS (Q4): development is ongoing in preparation for pilot implementation in 2 selected LMs.
- Budget Planning Module in FMIS: technical-level budget discussion support has been provided through FMIS for 4 newly added LMs (MOC, MRD, MoCR, MOI(admin)).

Accounting Standards

- Prakas on the implementation of Cambodia Public Sector Accounting Standards No.3 on Accounting Policies, Changes in accounting estimates and errors; No.4 on the effects of changes in foreign exchange rates; No.5 on Borrowing costs; No.24 on the presentation of budget information in financial statements (Q4): drafts have been prepared at the technical level.
- Prakas on the implementation of guidelines on debt accounting procedures: the draft has been prepared.
- Prakas on events after the reporting period: the draft has been prepared.

State Asset Management

- SARMIS system (new generation) (Q4): officials have been trained, and preparations are underway for the implementation of the new system in Q4 2026.
- Interfacing between SARMIS and FMIS (Q4): a technical-level meeting was held to identify the long-term asset data requirements from SARMIS to interface with FMIS.
- Inventory data of city and district administrations (Q4): data is being integrated from SARMIS V1 to new generation SARMIS.
- Prakas on detailed rules and procedures for derecognizing state assets from the state asset inventory (Q4): the draft Prakas has been prepared and discussed with MEF.
- Action Plan for the implementation of Blueprint on the state assets management (Q4) **(EO15)**: the draft action plan has been prepared at the GD level and discussed with MEF working group.

Part 2: Financial Accountability

Public Financial Management of SOEs and PAEs

- Law on the management of public enterprises and state shares (Q4)**(EO14)**: the draft law has been reviewed, revised, and discussed at the technical working group level with MEF.
- Preparation of audited annual financial statements of public enterprises for 2025: 15 public enterprises have undergone audits and submitted their financial statements to GDSPNTR.
- Prakas on the implementation of guidelines on general accounting for PAEs (Q4): the draft Prakas has been revised, and continue to gather more inputs.

Public Debt Management

- Law on public debt management (Q4) **(EO14)**: the draft has been prepared and submitted for consultation with entities under MEF and relevant line ministries.
- Cambodia Public Debt Statistical Bulletin No.30: published
- Implementation of the policy framework on government securities development: the quarterly progress report has been prepared.
- Debt reporting system (Q4): has been developed.

Part 2's Conclusion

- The implementation of FMIS continued to make good progress, with the rollout being expanded to key implementing entities at both the national and sub-national levels, while procedures are being progressively extended to those entities. This implementation will contribute to facilitating more efficient budget management and execution, in line with the FMIS phase 4 plan.
- The implementation of public sector accounting standards continued to make good progress, with accounting standards being developed and implemented progressively to support the transition to accrual-based accounting, in accordance with the strategy for the implementation of accrual-based public sector accounting standards in Cambodia.
- Public debt management remained at a manageable and sustainable level, with all key indicators remaining below the thresholds, in line with the public debt management framework.

- The Public Financial Management Reform Committee (PFMRC) meeting on 6th August 2026 decided and provided measures to encourage the implementation of activities that General Departments need to pay more attention to and expedite the completion of planned activities under Part 2 as per scheduled timelines.

Part 3's KPIs: The Policy-Budget Linkages

1 Deviation between MTFF and Annual Budget Law (+/-5%)

- Total Revenue: **0.9%**
- Total Expenditure: **8.8%**

Sectoral Deviations

- Economic Sector: **0.2%**
- Social Sector: **0.1%**
- General Administration Sector: **0.5%**
- National Defense Sector: **0.8%**

(Note: Comparison between MTFF 2026-2028 and the 2026 Annual Budget Law)

2 Budget Contribution to Growth in the Four Major Sectors

- Economic Sector: **decreased by 6.0%**
- Social Sector: **Increased by 3.4%**
- General Administration Sector: **Increased by 9.8%**
- National Defense Sector: **Increased by 11.4%**

(Note: Comparison between the 2026 annual budget law and MTFF 2027-2029)

3 Deviation from MTBF Expenditure Ceilings and the Annual Budget Law of Line Ministries (10% average): 3.88%

- Deviation from 0 - 10%: **35 LMs**
- Deviation from 10 – 20%: **3 LMs**
- Deviation from 20% - 30%: **1 LM**

(Note: recurrent expenditure, excludes bonuses)

4 Promoting Fully Authorized Budget Entities

- Total budget entities: **367**
- Fully Authorized Budget Entities: **174**
- Partially Authorized Budget Entities: **193.**

A plan to achieve full delegation by 2028.

5 Effectiveness and Compliance in Public Investment Project Preparation and Integration of Capital and Recurrent Expenditure

- i-PIM system: development of phase 2 is underway, and finished the integration between i-PIM and PPP-PIMS.
- Sub-decree on PIM: the document is being translated and revised from English to Khmer, with a consultation workshop planned in Q3.

6 Fiscal Decentralization to Sub-National Administration

- Total budget allocation to SNAs in 2026 **decreased by 1.7%** compared with 2025.
- Budget allocations across the 3 levels of SNAs in 2026 compared with 2025
  - Capital-Province: **decreased by 2.5%**
  - City-District: **Increased by 0.3%**
  - Commune-Sangkat: **Decreased by 3.4%**

Part 3: The Policy-Budget Linkages

1 Preparation and Implementation of Strategic Documents

- Medium-Term Fiscal Framework (MTFF): prepared.
- Medium-Term Budget Framework (MTBF): has been prepared as a standalone document, separate from the budget preparation circular.
- Concept note and action plan for the "Stress-Testing Cambodia Vision 2050" study (Q3): a draft has been prepared.
- COFOG Expenditure Classification Table for National-level Capital Expenditure (Q4): the feasibility of developing the table has been studied and reviewed.

2 Program Budgeting

- Strengthening the quality of Public Investment Expenditure ceilings financed by the national budget: the ceilings have been established for 11 LMs, equivalent to 95% of direct investment project expenditure
- Public Expenditure Review: is currently being conducted on **1 topic**, namely the Public Expenditure Review of Sanitation service expenditures for **11 LMs** that use the sanitation services provided by private companies.

3 Public Investment Management

- System for monitoring projects financed by financial institutions and Development Partners through direct government lending and government securities: the system has been officially launched.
- Procedures for managing the preparation and monitoring of the implementation of projects financed by financial institutions and development partners through direct government lending and government securities (Q4): the draft has been prepared.
- Guidelines on financial support mechanisms for feasibility studies and project preparation from external financing sources (Q2): has been prepared and submitted to the management for review and approval.

4 Sub-national Fiscal Decentralization

- Law on the management of finance and state asset of SNAs (Q4)**(EO14)**: submitted to OCM for review.
- Medium-Term Budget Framework 2027-2029 of SNAs: prepared.
- SNAs Budget System Reform Strategy 2026-2030 (Q2): the preliminary draft has been prepared.
- Public investment project list of SNAs: prepared.
- Budget negotiation template for capital-provincial administrations under program budgeting approach: prepared.
- Prakas on procurement methods and procedures for commune/sangkat (Q4): the draft has been prepared.

Part 3's Conclusion

- The policy-budget linkages have been further strengthened through the preparation of key strategic documents and the allocation of national resources aligned with policy priorities and socio-economic development needs. This contributes to improving the efficiency and effectiveness of public budget utilization.
- The delegation of authority to budget entities within line ministries has made good progress. The remaining budget entities are being progressively pushed to transition into fully authorized budget entities in accordance with the plan. Thus, the delegation of authority to budget entities within line ministries is expected to be fully implemented by 2028.
- Public Investment Management has continued to make good progress, both in the development and updating of the relevant regulatory framework and in the gradual development of the IT system for public investment management, in line with the updated public investment management system reform strategy 2025-2028.

- The Public Financial Management Reform Committee (PFMRC) meeting on 6th August 2026 decided and provided measures to encourage the implementation of activities that General Departments need to pay more attention to and expedite the completion of planned activities under Part 3 as per scheduled timelines.

Part 4's KPIs: Performance Accountability

1 Preparation of Performance Agreements

- Level 1: **34/38**

(excluding 4 exceptional entities: Senate, NA, ACU, and CC)

2 Submission of Semi-annual and Annual Performance Reports to MEF

- 2025: 38/38
- 2026: 32/38 (Due Date: 20 July 2026)

3 Number of LMs that prepared and implemented Internal audit and Inspection Functions (EO11)

- Prepare organizational structure, functions and responsibilities, and scope of internal audit and inspection: **12/21**
- Prepare and implement SOP for conducting inspections in sector-specific areas of LMs: **2/14**

4 Number of LMs that prepared and implemented the annual audit plan.

- **5 LMs** prepared performance audit reports.
- **3 LMs** prepared IT audit reports.

5 PEFA Indicators Monitoring

- 2025: 6 LMs have been assessed, including MoH, MOEYS, MLVT, MAFF, MPWT, and MoWRAM.
- 2026: 6 LMs are being assessed, including MISTI, MOC, MOT, MOE, MRD, and MME.

6 Timeliness of Preparation and Publication of Budget Documents

- Budget Preparation Circular, MTFF, and MTBF for the preparation of the 2027 budget were published on the website.
- MTFF in citizen format was published on the website.

Part 4: Performance Accountability

1 Performance-Informed Budgeting Implementation

- **Performance-informed budgeting format (Q2):** put into use for the preparation of the 2027 annual budget proposal.
- **Sub-decree on financial measures for LMs, SNAs, SOEs, PAEs, and other legal entities benefiting from public finance (Q4):** draft prepared and scheduled to have an inter-general department meeting in Q3.
- **Sub-decree on the rules and procedures concerning the financial liability of public officials and elected public mandate holders (Q4):** draft prepared and scheduled to have an inter-general department meeting in Q3.

2 M&E of Performance Budgeting

- **Quarterly revenue and expenditure of LMs and specialized capital-provincial departments:** the Prakas on the revenue and expenditure program for Q2 has been made.
- **Pilot Performance Evaluation (Q4):** MRD has been selected to conduct an assessment of program 1, namely the development of resilient physical infrastructure and rural connectivity.

3 Effectiveness of the Control System

- **Sub-decree on the internal control system (Q3):** draft prepared and being prepared for an inter-ministerial meeting in Q3.
- **SOP for financial inspection (Q4):** draft prepared.
- **Sub-decree on the rules and procedures for financial inspection (Q4):** Draft is currently under the review process at OCM.
- **Performance audit report (Q4):** Prepared for Takeo Provincial Department of Economy and Finance
- **IT audit report (Q4):** prepared for the Kampong Chhang Provincial Treasury.
- **Effectiveness of internal audit functions (Q4):** 2 LMs, namely MLMUPC and MOWRAM, have been assessed.

4 Budget Transparency

- **Open Budget Survey score (OBS):** increased from 43 (2023) to 54 (2025)
- **Medium-Term Fiscal Framework (MTFF) and Medium-Term Budget Framework (MTBF):** published on the website.
- **Summary budget format for expenditure plans of municipal and district administrations (Q3):** draft principles have been prepared.
- **2025 Public Procurement Statistical Bulletin:** published.

Part 4's Conclusion

- The implementation of the performance-informed budgeting system continues to make good progress, with a focus on completing the remaining legal documents under the 2023 law on the public financial system and the full implementation of the level 1 performance agreement.
- The effectiveness of the control system is being strengthened in accordance with the Government's framework on internal audit and inspection. At the same time, key measures, such as the preparation of sector-specific SOPs for LMs, require continued attention to ensure the efficiency and effectiveness of inspection.
- Budget transparency has made remarkable progress, as reflected in the increased OBS score and the timely dissemination of key budget documents. These efforts contribute to strengthening public accountability and transparency.

- The Public Financial Management Reform Committee (PFMRC) meeting on 6th August 2026 decided and provided measures to encourage the implementation of activities that General Departments need to pay more attention to and expedite the completion of planned activities under Part 4 as per scheduled timelines.

Part 5's KPIs: Sustainability and Interconnectedness of Key Reforms

1 Number of implementing entities that Fully Complied with Government Circular No. 14

- GDs: **8/22**
- LMs: **21/38**
- PDs: **8/25**
- SNAs: **2/12**

2 Number of implementing entities that achieved more than 80% of their targets

- GDs: **16/22**
- LMs: **31/38**
- PDs: **20/25**
- SNAs: -

3 Percentage of Public Financial Management officials who meet the required qualifications in accordance with regulatory documents

- National level 14% in 2025, and **will increase to 25% in 2026**.
- Sub-national level 17% 2025: no data in 2026.

4 PMIS Implementation

- The new version of PMIS is being further developed in accordance with Government Circular No.14 on performance management and is currently undergoing pilot testing.

5 Number of civil servants trained under the Certificate Program

- **1,312 officials /** 2,000 officials

6 Organization of the annual retreat and quarterly rotational meetings under the coordination mechanism for RGC's key reforms

- Annual retreat: held on 11 June 2026.
- Quarterly rotational meeting: has not yet been determined.

Part 5: Sustainability and Interconnectedness of key reforms

Capacity Building and Human Resources Management

- **Digital learning center:** A computer room has been prepared for conducting final examinations of courses.
- **Certificate program for PFM officials:** Technical training courses linked to job positions at level 1, 2, and 3 are being prepared for 806 officials.
- **Training program, detailed curriculum, and related materials for certificate program level 2:** updated.
- **Mechanism and Procedures for assessing key performance indicators of MEF officials (Q4):** The draft has been prepared and discussed at the technical level.

Momentum of PFMRP

- **PMIS implementation:** PMIS V3 is being developed and will undergo pilot testing in Q3. A series of instructional videos and user manuals are being prepared, with user training planned for Q4.
- **MEF cybersecurity framework (Q4):** a consulting firm to develop the framework has been selected.
- **MEF data center harmonization document:** submitted to the management for review.

Harmonization of Key Reforms

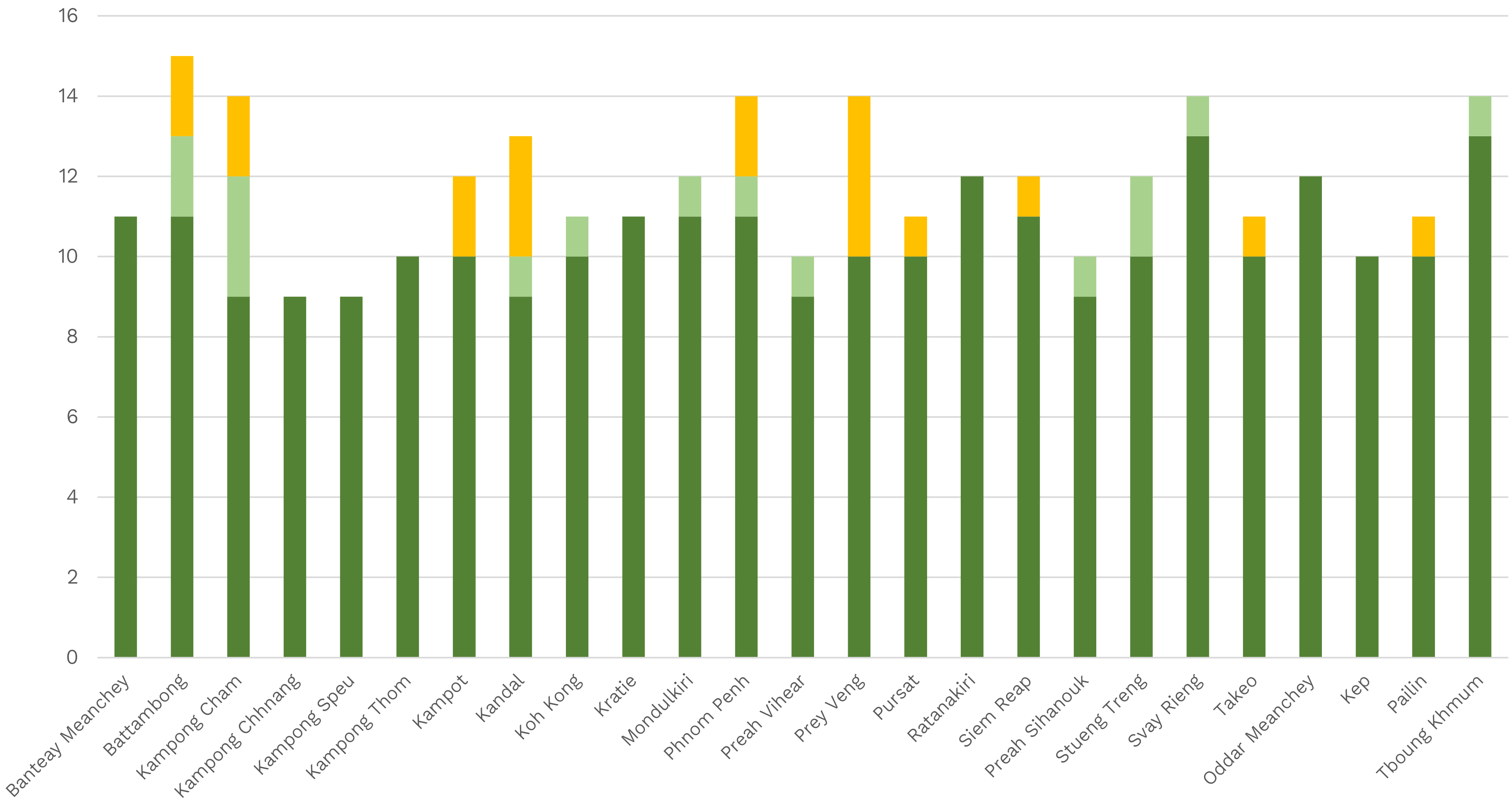
- **Strategy on harmonization of the RGC's key reforms**
  - The 2025 progress report has been prepared, and the 2026 action plan has been revised.
  - Preparations are underway to establish the technical support working group
- **IT application for the vision and strategy on harmonization of the RGC's key reforms:** developed and put into use.

Part 5's Conclusion

- Overall, the implementing entities of PFMRP have made efforts to implement activities in accordance with the established action plans, although some entities have submitted their progress reports late.
- The capacity development of PFM officials has made good progress in line with the plan. These efforts will contribute to strengthening officials' capacity to better respond to the needs of LMs and support the continued and effective implementation of PFMRP.
- The interconnectedness among the five key reforms of RGC has continued to be strengthened through implementation of the coordination mechanisms set out in the vision and strategy on harmonization of the RGC's key reforms. This is intended to ensure coherence, coordination, and complementarity among those key reforms.

- The Public Financial Management Reform Committee (PFMRC) meeting on 6th August 2026 decided and provided measures to encourage the implementation of activities that General Departments need to pay more attention to and expedite the completion of planned activities under Part 5 as per scheduled timelines.

2.2. Progress of Departments of Economy and Finance



Summary: Total Activities **294**, of which fully achieved **260** | Substantial Progress or near completion **15** | Slow Progress or Below Target **19** | No Progress -

2.2. Progress of Departments of Economy and Finance

Budget Credibility

- **Strengthening the business management, real estate development, pawning, and secured transactions businesses**
  - Continued dissemination of relevant regulatory documents and conducted inspections on real estate development, pawning, and secured transactions businesses
  - Issued 1 business license for real estate development and 105 business licenses for pawning and secured transactions.
- **Strengthening the management of concession projects for public service provision**
  - Continued cooperation with SNAs to review and revise contracts and all books of charges.
- **Management and monitoring of budget execution by specialized departments and SNAs**
  - Coordinated with SNAs to prepare the consolidated revenue and expenditure report for the first semester of 2026
  - Coordinated and participated in the process of preparing the 2027 annual budget.

Financial Accountability

- **State-owned land management**
  - Supported the updating of data on state-owned lands.
- **Timely preparation of the state asset inventory**
  - Supported training on the use of SARMIS online for Commune/Sangkat administration.
- **Improving the quality of the state asset inventory, with a focus on the deregistration mechanism**
  - Encouraged custodial authorities to deregister and close the state asset inventory
  - Participated in the review and revision of Prakas No.002 on the deregistration of state assets from the state asset inventory.

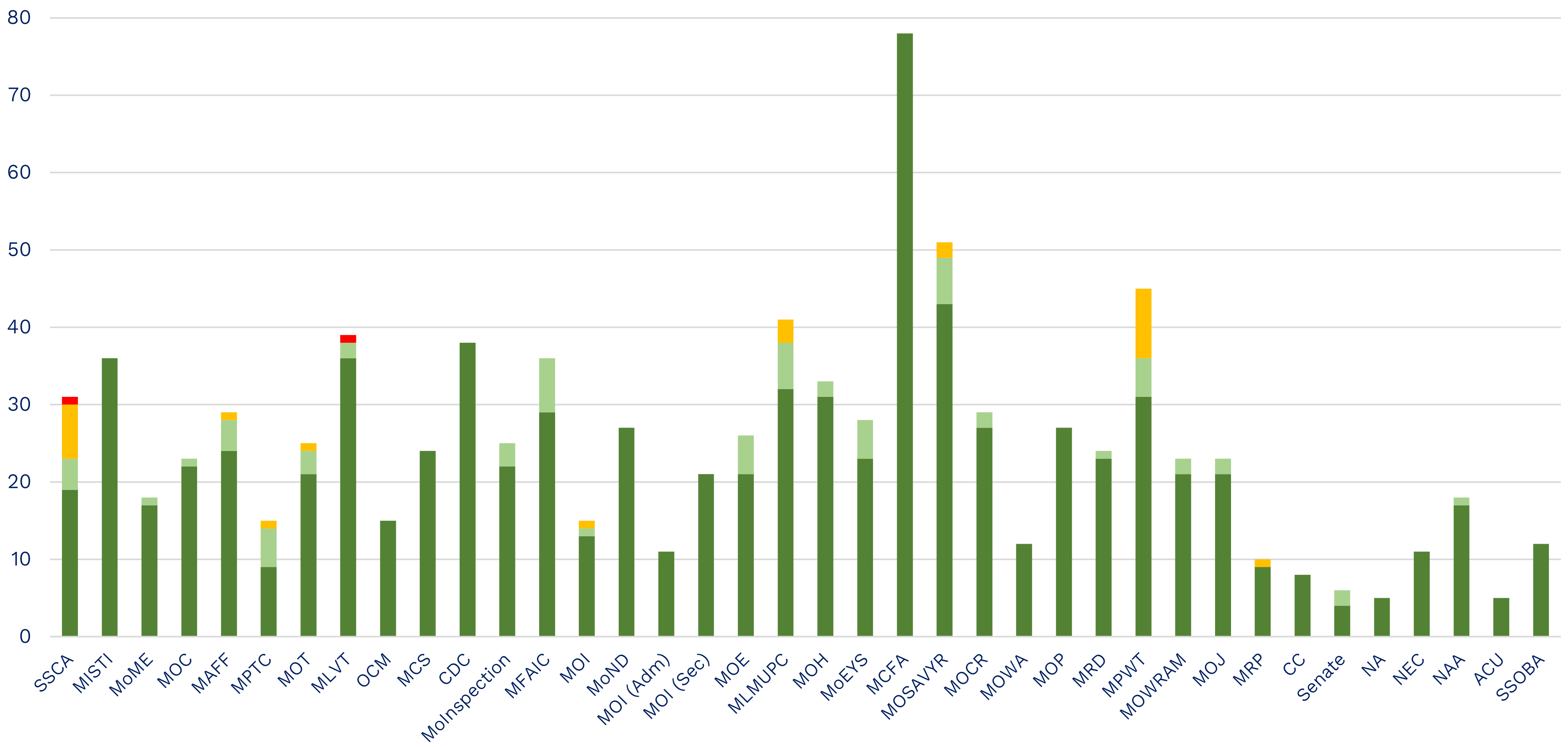
Policy-Budget Linkages

- **Collection and compilation of socio-economic data for local economic management**
  - Cooperated with various specialized departments to update the SWOT analysis report, socio-economic data tables, and summary of key socio-economic indicators
  - Participated in training on the orientation on statistics and local economy, organized by GS-MEF and GDP.

Budget Transparency

- **Dissemination of information and documents**
  - Disseminated public information through the websites of the capital and provincial departments of economy and finance.

2.3. Progress of Line Ministries



Summary: Total Activities **943**, of which ⬟ fully achieved **845** | ■ Substantial Progress or near completion **70** | ▲ Slow Progress or Below Target **26** | ● No Progress **2**

Part 1: Budget Credibility

1 Revenue Management

- **5 inter-ministerial Prakas** related to the provision of public services, fines, and revenue distribution have been prepared, revised, and implemented.

2 Preparation and Implementation of Budget Expenditure Plans

- **17 Line Ministries** (NA, Senate, CC, OCM, MoI-Adm, MoInspection, MEF, MOP, MOJ, MoND, MoH, MCFA, MOSAVYR, MoCR, MoWA, SSCA, MAFF) have achieved recurrent expenditure execution to the budget law of more than 45%.
- **10 Line Ministries** (MRP, MCS, MFAIC, MoI-Sec, MoI, MoEYS, MOE, MOC, MOT, MISTI) have achieved recurrent expenditure execution to the budget law of between 40% and 45%.
- **12 Line Ministries** (CDC, NEC, NAA, ACU, MLVT, MME, MRD, MPTC, MPWT, MLMUPC, MoWRAM, SSBA) have achieved recurrent expenditure execution to the budget law of below 40%.
- **Average recurrent expenditure execution to the budget law is 54.03%.** (Data as of 30 June 2026)
- **All Line Ministries** have entered their budget planning or cash forecasting data into the Cash Management System (CMS).

3 Improvement of Budget Execution Processes

- **Financial Management Manual**
  - 15 Line Ministries have completed their FMM.
  - 9 Line Ministries are preparing their final drafts.
  - 14 Line Ministries are preparing their drafts.
- **Payment of mission allowances through the banking system in the second quarter**
  - 35 Line Ministries have fully implemented.
  - 2 Line Ministries (MoND, ACU) did not implement for domestic missions.
  - 4 Line Ministries (NA, MoND, MFAIC, ACU) did not implement for overseas missions.
- **All Line Ministries** have fully settled their 2025 recurrent expenditure advances, except for OCM (Data as of 30 June 2026)

4 Implementation of Public Procurement

- **20 Line Ministries** (MEF, MOJ, MME, MCR, CDC, MOInterior, MOC, MISTI, MoWA, ACU, CC, Senate, NA, NAA, MOI, MoH, MRD, MoWRAM, MCS, SSBA) have been instructed to use the standard price list for preparing their 2027 procurement plans.
- **Procurement implementation:** all line ministries have submitted their 2025 procurement implementation reports to MEF.

Part 2: Financial Accountability

FMIS Implementation

Implementation of functions in FMIS

- **38 Line Ministries** have implemented all six core modules.
- **38 Line Ministries** have implemented the budget planning modules.
- **38 Line Ministries** have implemented the full procurement modules.

Full streamlining of business processes through FMIS

- **30 Line Ministries** have implemented procedures for all recurrent expenditures fully processed through FMIS.
- **30 Line Ministries** have implemented procedures for budget movement fully processed through FMIS.
- **8 Line Ministries** have implemented procedures for public procurement fully processed through FMIS.
- **2 Line Ministries and relevant GDs** have been enabled to implement the domestically financed capital investment transactions through FMIS.
- **2 Line Ministries and relevant GDs** have been enabled to implement the recording of externally financed capital investment data in FMIS.

State Asset Management (EO5)

The total number of state land sites is **37,583**

1) Land with/expected to obtain title deeds = 33,723 sites, equivalent to **89.7%**

- Land (with title deeds): 26,306 sites, equivalent to 69.9%.

- Land (requested for title deeds): 7,417 sites, equivalent to 19.7%.

2) Land without title deeds = 3,864 sites, equivalent to **10.2%**

- Land(have yet to request for title deeds): 1,444 sites, equivalent to 3.8%.

- Land(not eligible for title deeds): 2,420 sites, equivalent to 6.4%

Source: GDSPNTR (10 June 2026)

Part 3: Policy-Budget Linkages

Improvement of Budget Strategic Plans (BSPs)

- **20 Line Ministries** have been evaluated on their BSPs 2026-2028.
  - **9 Line Ministries** received scores between 60 and 80 (acceptable, but some improvements are required)
  - **11 Line Ministries** received scores greater than 80 (acceptable and requires only minor improvements).

Public Investment Management

- **8 Line Ministries:** MPWT, MRD, MOWRAM, MOEYS, MOH, MOI, MLVT and MISTI have prepared their BSPs and PBs by integrating recurrent and direct investment expenditures.
- Sub-decree on Green Environment Labels (MOE): is currently under review.
- Prakas on the implementation of guidelines and green building certification, and Prakas on the establishment of the national green building committee (MOE): the drafts are being further revised and are expected to be finalized.

Program Budgeting

- **37/39 Line Ministries** have disaggregated salary/wages by program for year N+1.
- **Status of Budget Entities**
  - **12 Line Ministries** have fully delegated authority to their budget entities.
  - **7 Line Ministries** have specific exemptions.
  - **20 Line Ministries** have not yet fully delegated authority to their budget entities. (2027: 14 LMs, 2028: 6 LMs)

- **Total budget entities = 367**
  - Fully authorized budget entities = **174**
  - Partially authorized budget entities = **193**

Part 4: Performance Accountability

1. Performance-Informed Budgeting Implementation

- **34/38 LMs** have implemented level 1 of the Performance Agreement.
- **20/38 LMs** have implemented levels 1 and 2 of the Performance Agreement.
- **12/38 LMs** have implemented levels 1, 2, and 3 of the Performance Agreement.

2. Strengthening Inspection Functions

- **12/21 Line Ministries** have prepared organizational structure, functions and responsibilities, and scope of internal audit and inspection.
- **2/14 Line Ministries** is preparing the SOP for conducting inspections in sector-specific areas of LMs.
- **5 Line Ministries** have implemented performance audits.
- **3 Line Ministries** have implemented IT audits.

3. Performance Monitoring and Evaluation System

- **All Line Ministries** have prepared the revenue-expenditure programs by economic and program classification for the second quarter.
- **All Line Ministries** have prepared their 2025 annual performance reports.

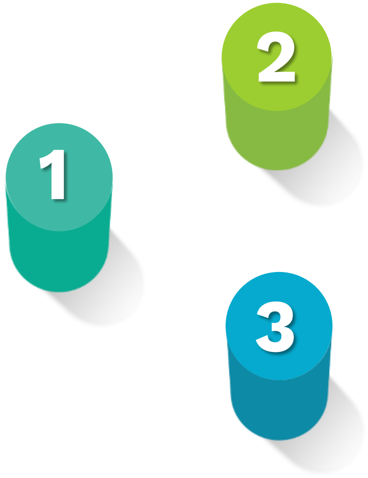
4. Promoting Budget Transparency

- **10/14 LMs** have prepared the 2026 budget in citizen format.
- **7/14 LMs** have organized public forums on the 2026 annual budget.

2.4. Progress of 12 Provincial Administrations

Budget Credibility

- **Support for tax revenue collection at Sub-national level**
  - Most provincial administrations have updated their Q2 2026 data to support the provincial tax branches.
- **Use of the NRMIS**
  - Kampong Chhnang and Pailin Provincial administration can generate reports from the NRMIS.
  - Other provincial administrations are not yet able to generate reports from the NRMIS.
- **Payment through the banking system**
  - Fully implemented.
- **Preparation of cash advance and procurement plans**
  - Prepared promptly in accordance with the guidelines issued by MEF.
- **Preparation and submission of quarterly procurement implementation reports for Q1**
  - Prepared and submitted to MEF promptly and comprehensively.



Financial Accountability

- **Use of FMIS**
  - Expenditure credit plans for all expenditure categories have been entered into the system.
- **Preparation of the title deeds of state-owned land**
  - Kampot provincial administration submitted applications for the title deeds for 10 land sites, and has yet to receive the deeds.
  - All provincial administrations have cooperated with relevant entities to accelerate the registration and titling of state land and have prepared semi-annual reports.

Strengthening Reform Ownership

- **Timeliness of submission of Q2 progress report**
  - Most provincial administrations submitted their Q2 progress reports late due to administrative procedures and changes in the composition of responsible leadership.
  - As of 27 July 2026, Kampong Speu provincial administration had not submitted the progress report.
- **Human Resources**
  - Most provincial administrations have prepared concept notes on capacity development plans for officials responsible for public financial management and have requested additional training.

2.5. Progress of Executive Orders

Executive Orders	Entities	Q2 Progress
1-Conduct an in-depth study of non-tax revenue to contribute to the implementation of the blueprint on the reform of the non-tax revenue management system 2025-2035.	GDSPNTR GSC (Q4, 2026)	- A concept note has been prepared with the technical assistance from the WB. - Data collection is planned in October 2026.
2- (a) Delegate procurement decision-making authority phase 3, study and prepare the regulation for performing the regulatory function in line with the updated public procurement system reform strategy 2025-2028. **(b)** Study and assess the feasibility of promoting competitive procurement methods and prepare a report for submission to the Head of Government for consideration.	GDPP, two timeframes (a) (2027-2028) (b) (Q4, 2026)	No.045 MEF SSR PP, dated 13 May 2026, was prepared to establish a task force to study the feasibility of increasing the use of competitive bidding methods for direct investment projects financed by the national budget.
3-Continue to strengthen and roll out the FMIS tools, prioritizing newly fully delegated budget entities of LMs in line with the 2026-2028 budget entity plan, to promote the automation of expenditure through system to ensure transparency, accountability, and efficiency.	GDPFMIT GSC, GDB, EFI (2026-2028)	FMIS rolled out to 24 fully ABEs across 6 LMs. User names have been collected and users identified, while training and installation of IT equipment for users are being prepared.
4-Study and identify challenges in the implementation of functional classification to strengthen the full implementation of COFOG in FMIS, thereby enhancing financial accountability and clearly reflect the linkage between the budget and policy priorities.	GSC GDB, GDP, GDPFMIT, GDNT (Q4, 2026)	EU experts conducted information gathering and plan to prepare a preliminary report for discussion with relevant general departments in August 2026.
5-Continue to promote the issuance of land titles and registration of state-owned land through existing committee mechanisms to strengthen state asset management and contribute to increase non-tax revenue. For overlapping or disputed sites, continue coordination to resolve the issue to the fullest extent; where necessary, report to Head of Government for further guidance.	GSC, Inter-ministerial Committee (Q4, 2026)	Shown on page 31

2.5. Progress of Executive Orders

Executive Orders	Entities	Q2 Progress
6-In the fiscal decentralization framework, continue to promote the full delegation of authority to budget entities under LMs in line with the approved plan 2026-2028. This work should be consistent and aligned with the rollout of FMIS, training, and capacity building.	GSC GDB, GDPFMIT, EFI (2026-2028)	Discussions were held on expanding full authority to budget entities. A meeting was held with GDB to discuss the promotion of 9 entities under OCM.
7-Strengthen the management and comprehensive sharing of public investment data financed from all sources, with the digital ecosystem architecture framework for PIM as the core.	GSC GDDE, GDP, GDs/MEF (Q4, 2026)	- Completed the SOP and user manual for phase 1 of the i-PIM system, and prepared the draft legal documents on the use of the system. - Completed the integration with PPP-PIMS.
8-Continue to coordinate, address, and identify challenges related to both the preparation of program budgeting and the implementation of performance agreement., particularly on the roles and responsibilities of program managers, financial units, head of budget entities in LMs	GSC GDB, GDPFMIT, EFI (continuing)	- GSC conducted a study on the current status of the implementation of performance agreements across LMs through a survey and further assessment using existing relevant documents. - GSC prepared a draft report on the status of performance agreement implementation in LMs and plans to submit it to H.E. DPM in August.
9-Strengthen the functions of departments of economy and finance in performance management at sub-national administration by incorporating this consideration into SNA BSRS 2026-2030.	GDSNAF (Q2, 2026)	The draft of SNA BSRS 2026-2030 is being prepared, together with a feasibility study on strengthening the engagement of the departments of economy and finance in the management of sub-national administration budgets.
10- Establish a performance monitoring mechanism across all line ministries to support the monitoring and evaluation of the implementation of performance-informed budgeting in line with the sub-decree on monitoring and evaluation of performance budgeting.	GDB, LMs (Continuing)	Comments were provided on the draft of FMM of LMs to ensure that they incorporate instructions on the performance monitoring mechanisms into their FMM.

2.5. Progress of Executive Orders

Executive Orders	Entities	Q2 Progress
11-Promote the integration, establishment of coordination mechanisms, and clear division of responsibilities between internal audit and inspection in LMs in accordance with the framework and procedures of the Government's internal audit and inspection system.	GI (Continuing)	Shown on page 21
12-Promote the implementation of performance audit and IT audit within LMs by developing clear action plans and providing training to relevant officials in LMs.	GDIA (2026-2028)	- Performance audit: MoEYS, MoT, MLVT, MCR and MOP. - IT audit: MoEYS, MoC and MoT. GDIA also provided training on the performance audit procedure to SSCA.
13-Develop capacity-building plans, prioritizing officials responsible for fully delegated budget entities and other relevant units involved in performance-informed budgeting. Plus, complete the roadmap for implementing the sub-decree on qualifications of PFM officials to strengthen the linkage between training and positions.	EFI (Q1, 2026)	- The roadmap for implementing the sub-decree on the qualification of PFM officials has been prepared. - The final draft of the capacity building and development plan for performance budgeting implementation has been prepared.
14-Complete the preparation of key draft laws: (1) draft law on the management of finance and assets of SNAs, (2) draft law on public debt management, and (3) draft law on public enterprise management.	GDICDM, GDSPNTR, GDSNAF (Q4, 2026)	Shown on pages 16 and 19
15-strengthen the implementation of blueprints and strategies under PFMRP by developing detailed action plans and clear monitoring and evaluation frameworks. In particular, progress should be reported regularly to the chair of PFMSC on quarterly and annual basis.	GDPP GDSPNTR (Q2-Q3, 2026)	Shown on pages 11, 12, and 15

2.5. Progress of Executive Orders

Executive Orders	Entities	Q2 Progress
16-Select at least 6 performance indicators (PIs) from the recently completely Public Expenditure and Financial Accountability (PEFA) framework in order to achieve higher scores in the next assessment in 2027.	GSC LMs (Q2, 2026)	6 PEFA indicators has identified including PI-4 budget classification, PI-6 central government operations outside financial reports, PI-8 Performance information for service delivery, PI-11 Public investment management, PI-22 Expenditure arrears, PI-24 Public procurement, and PI-27 Financial data integrity.
17-Select 5 performance indicators (PIs) from the results of assessments of the 6 LMs in order to promote improvements and achieve higher scores in 2027. The six LMs are: MoEYS, MoH, MAFF, MPWT, MoWRAM, and MLVT.	GSC (Q2, 2026)	A score improvement action plan for 6 LMs has been prepared.
18-Select 6 additional LMs to undergo PFM assessment: MISTI, MoC, MoT, MoE, MRD, and MME.	GSC LMs (Q4, 2026)	All 6 LMs have established PFM assessment working groups and are currently collecting data to prepare the draft preliminary assessment reports.
19-Translate the findings of the study on the linkage between PFM and the effectiveness of public service delivery in the education and health sector, conducted in collaboration between GSC, relevant LMs and DPs, into a detailed action plan for monitoring and evaluation over the medium term for 2026-2028.	GSC MoEYS, MoH (Q3, 2026)	The report has been reviewed.

2.5. Progress of Executive Orders

Executive Orders	Entities	Q2 Progress
20-Develop two assessment frameworks: (1) PFM assessment framework for capital-provincial administration, with the objective of improving PFM system at SNA level, and (2) a fiscal risk monitroign and assessment framework, drawingon international best practices.	GSC (Q4, 2026)	A draft concept note on fiscal risk assessment has been prepared, and technical assistance has been requested from ADB and IMF.
21-Prepare the preliminary draft of CAP4+3 (2028-2030) to extend the implementation of CAP4 in order to complete remaining activities and strengthen the quality of key components of PFM system.	GSC (Q4, 2026)	A draft narrative has been prepared outlining the objectives of each part and expected results of the proposed three-year extension.
22-Continue to strengthen the implementation of the vision and strategy on harmonization of the RGC's key reforms, which was approved on 6 June 2025.	5 key reforms of RGC (Continuing)	The 2025 annual meeting of the coordination mechanism for RGC's key reforms was held on 11 June 2026, and a results report was prepared and submitted to H.E. DPM.

Activities to be Completed in Q3 2026

1. Sub-decree on the internal control system
2. Sub-decree and Prakas on the Implementation of Personal Income Tax (PIT): to be prepared and submitted to MEF
3. Launch the online system for tax declaration and payment for the unused land tax and stamp tax
4. Legal documents for data exchange and sharing with MEF
5. Final draft of the guidelines on post-procurement review (new)
6. Concept note and action plan for the “Stress-testing Cambodia vision 2050” foresight study
7. 2027 Public Investment Project Proposals will be reviewed, assessed, and consolidated then submitted to PIC
8. Launch the i-PIM system in 4 line ministries
9. Integration of 90% of total direct investment expenditure into BSPs and PBs
10. At least 18 capital-provincial administrations negotiate the budget based on programs.
11. Draft Prakas on the delegation of financial inspection functions to city and district administrations
12. Draft Prakas on the delegation of financial inspection functions to Commune and Sangkat administrations
13. Sub-national public investment project management information system
14. Implementation of guidelines on active asset audits
15. Evaluation report on the effectiveness of technical skills training at the position-linked certificate level, 2023-205.

3

Conclusion

Conclusion

- The implementation of the planned activities for Q2 2026 demonstrated positive progress and strong momentum in advancing the Public Financial Management Reform Program (PFMRP), with the majority of activities being achieved in accordance with the plan.
- Public financial management continued to maintain good progress, with national revenue collection sustaining a positive trend despite facing multiple crises. Meanwhile, expenditure execution remained below the target, in line with the implementation of fiscal rationalization and prioritization, combined with low execution of capital expenditure.
- Financial accountability continued to be strengthened through the expansion of functions and procedures to implementing entities, and the development of reporting formats within FMIS; thereby ensuring consistency and efficiency in financial management. Moreover, public debt management continued to be well-managed with transparency, discipline, and sustainability.
- The policy-budget linkages continued to be enhanced through the preparation of strategic documents and resource allocation aligned with policy priorities and socio-economic development needs. Meanwhile, the delegation of authority to budget entities within line ministries progressed in accordance with the established plan. Public investment management has been improved in line with the updated PIMSRS to enhance the efficiency, effectiveness, and sustainability of public investment.
- Performance accountability continued to be strengthened through the ongoing development of the remaining legal documents under the Law on the Public Financial System 2023. Moreover, performance monitoring and evaluation mechanisms, including performance plans, performance reports, and performance agreements, have been implemented by relevant stakeholders.
- Sustainability and coherence of the reform program were demonstrated through the active participation of relevant stakeholders in implementing the activities set out in the action plans, reflecting strong commitment, accountability, and ownership.

4

Outcomes of PFMRC and PFMSC Meetings

Outcomes of the Public Financial Management Reform Committee (PFMRC) on 6th August 2026

1. Implementation of measures to prepare for the collection of personal income tax (PIT)

General Department of Taxation and General Department of Policy need to coordinate discussions with experts and consolidate comments in order to seek guidance from management. In accordance with the policy framework for preparing for the implementation of PIT collection, the measures subject to assessment in 2026 include: (1) draft sub-decree and Prakas on PIT; (2) draft Prakas on the organization and functioning of the units responsible for PIT-related tasks under the organizational structure of General Department of Taxation; and (3) draft study on the PIT data management system.

2. Piloting the electronic government procurement (e-GP) functions and procedures in FMIS

General Department of Public Procurement, General Department of International Cooperation and Debt Management, and General Department of FMIS need to coordinate discussions with experts and define the technical aspects of piloting e-GP for the 2027 procurement projects. The technical aspects to be incorporated into the reform action plan and monitored during implementation in 2027 include: (1) line ministries that will participate in the pilot; (2) the types of procurement and funding sources to be covered by the procurement project implementation; and (3) the functions and procedures to be used for the pilot implementation.

3. Strengthening the recording and reporting systems of public administrative entities

General Department of National Treasury, General Department of Budget, and General Department of FMIS need to coordinate with and support public administrative entities in strengthening their recording and reporting systems for revenue and expenditure and in preparing financial statements. Priority actions include: (1) monitoring and evaluating the implementation of minimum requirements for the establishment and implementation of public financial management by public administrative entities; (2) promoting the recording of revenue and expenditure from all funding sources of public administrative entities in FMIS; and (3) strengthening the quality of revenue and expenditure reports and financial statements to ensure consistency with the laws and Cambodian Public Accounting Standards.

- **4. Continue preparing legal documents related to public investment management and use the i-PIM system, which is currently being developed, as the primary platform for consolidating public investment project data from all financing sources**

  General Department of Policy and GSC, in its capacity as the Secretariat of the PIC and PIM, shall promote the development of the i-PIM system and consolidate public investment project data from all sources. Priority actions include: (1) monitoring and evaluating the implementation of the PIMSRS & i-PIM Architecture strategy; (2) consolidating financial data and information on public investment projects from all financing sources for 2027–2029; and (3) assessing the preparation and implementation of public investment projects in 2027 to avoid duplication of projects.

- **5. Registration and issuance of title certificates for state-owned land**

  General Department of State Property and Non-Tax Revenue is expected to complete the campaign to accelerate the registration of state land ownership by September 2026. Priority actions include: (1) preparing a reassessment report and providing clear recommendations on the status of state-owned land by category, including land sites that can be resolved, land sites subject to disputes and unable to be registered, and land sites for which ownership registration is expected to be completed, as well as defining appropriate mechanisms and measures to address each case; and (2) clearly defining the scope of the working group.

- **6. Salary payments through the banking system for the Ministry of National Defence will be included in the executive orders of the PFM Steering Committee for progress monitoring**

- **7. Public financial management assessments of line ministries will be conducted for an additional 12 line ministries, bringing the total to 24**

  State Secretariat of Civil Aviation; Ministry of Posts and Telecommunications; Ministry of Civil Service; Council for the Development of Cambodia; Ministry of Information; Ministry of Land Management, Urban Planning and Construction; Ministry of Culture and Fine Arts; Ministry of Social Affairs, Veterans and Youth Rehabilitation; Ministry of Cults and Religion; Ministry of Women's Affairs; Ministry of Planning; and institutions in the justice sector.

Outcomes of the Public Financial Management Steering Committee (PFMSC) on 19th August 2026

1. Promoting the Preparation of SOPs for the conduct of Inspections in Sector-specific areas of Line Ministries

Based on the Framework on the internal audit system and inspection of the Royal Government, which was approved in 2025, 14 Line Ministries are required to prepare SOPs for the conduct of inspections in sector-specific areas of line ministries, and as of now, only two line ministries, namely MEF and MLVT, are preparing the SOPs. Priority actions include: (1) Line ministries that have not prepared the SOPs should expedite the preparation and completion of these documents, and (2) General Inspectorate and General Department of Internal Audit of MEF shall, as necessary, provide comments or technical input within their respective mandates.

2. Promoting the Registration and Issuance of Land Title Certificates for State-Owned Land

According to data from General Department of State Property and Non-Tax Revenue, there are 1,444 sites of land for which applications for land title certificates have not yet been requested. Priority actions include: (1) The inter-ministerial committee mechanism, coordinated by Ministry of Economy and Finance and Ministry of Land Management, Urban Planning and Construction, shall cooperate and coordinate with relevant line ministries that hold ownership over these land sites to expedite the registration and issuance of land title certificates for state-owned land, and (2) relevant line ministries shall provide cooperation and further promote the implementation of this work.

3. Inclusion of Ministry of National Defense's Salary Disbursement through the Banking System in the Executive Orders of PFMSC for Progress Monitoring

4. Continuing Public Financial Management Assessments for an Additional 12 Line Ministries in 2027 (24 in Total)

The Public Financial Management assessment has a positive impact on line ministries by helping strengthen their efficiency and effectiveness. Priority actions include: (1) Representative of relevant line ministries shall bring this matter to the top management of their respective line ministries to seek support and prepare for the assessment, and (2) during the assessment period, the relevant line ministries shall maintain close cooperation with GSC to ensure that the assessment is conducted smoothly and effectively. This will provide benefits to both the respective line ministries and the public financial management system as a whole.

Thank you!