

Aid effectiveness priorities in Cambodia

Joint Monitoring Indicator on aid effectiveness 2009-2010

The 2008 Aid Effectiveness Report (AER) analysed and assessed progress in implementing the commitments made by both the Royal Government and its development partners in the Paris Declaration (2005) and in the Cambodia Declaration on Enhancing Aid Effectiveness (2006). The AER reflected on a body of evidence that included data from the ODA Database; the results of two rounds of Paris Declaration monitoring; reports from TWGs; and an evaluation of H-A-R Action Plan implementation that was conducted in 2008.

The discussion that took place at the second CDCF meeting in December 2008 was informed by the recommendations of the AER and also by the 3rd High-level Forum on Aid Effectiveness and its associated Accra Agenda for Action (AAA). Recognising the need for accelerated implementation of aid effectiveness commitments, together with the need to prioritise and focus on actions that would impact positively on development results, a Joint Monitoring Indicator (JMI) on aid effectiveness was agreed in the context of a partnership-based approach to the NSDP:

1. For the Royal Government, to consult internally and at a high level to identify a number of realistic, achievable and verifiable actions at central level and associated with identified sectors to ensure progress in advancing national aid effectiveness priorities and in meeting their international commitments
2. For development partners, to consult internally and with their capitals/ headquarters at a high level (in light of the HLF on Aid Effectiveness), and with one another, to identify a number of realistic, achievable and verifiable actions that will ensure progress in advancing national aid effectiveness priorities and in meeting their international commitments; and
3. For both the Royal Government and development partners, to come together in the first quarter of 2009 to negotiate a limited number of practical and verifiable actions that are based on the H-A-R Action Plan and represent a consensus for joint action.

Criterion for identifying priorities was established as follows:

- (i) related to aid effectiveness;
- (ii) should be of high priority in terms of promoting results and impact;
- (iii) should be feasible / achievable;
- (iv) should represent consensus of all active RGC agencies and DPs.

The aid effectiveness priorities and associated actions detailed in the table overleaf have been identified by respective RGC Ministries and agencies during a series of internal meetings and consultations with development partners in the period December 2008 – April 2009. While some of these priorities need to be further discussed within RGC and with development partners active in those sectors so that further specific and concrete actions can be confirmed they are felt to represent a relevant and achievable set of actions that, if implemented, will make a significant contribution towards achieving the development results identified in the NSDP.

Once endorsed by the GDCC, these priorities are therefore to be regarded as an annex to the table of JMIs agreed at the December 2008 CDCF meeting. They also constitute the response to the AAA that seeks to accelerate implementation of global aid effectiveness commitments. Implementation is expected to be carried forward by RGC Ministries and agencies working with development partners in the respective Technical Working Groups. Implementation arrangements, monitoring and evaluation is therefore to be associated with routine TWG work and JMI reporting to the GDCC.

RGC Aid Effectiveness Priorities for 2009
(to be endorsed at 14th meeting of GDCC, April 2009)

RGC Ministry/Agency	TWG	Priority Action	Aid effectiveness justification/rationale	Status (Next steps required)						
1. Ministry of Planning - MEF - CRDB/CDC - SNEC	PPR (PFM and P+H TWGs to provide additional dialogue and information sharing on priority 1)	1. PR Policy-making process are two-fold: <ul style="list-style-type: none"> ▪ Prepare NSDP Extension to 2013 ▪ AOP 2009 to implement MPSP 2006-2010 2. Development of partnership principles	1. Tasks related to PR policy-making process are two-fold: <ul style="list-style-type: none"> ▪ Prepare NSDP Extension to 2013 ▪ Integrate planning, budgeting and aid-coordination process. ▪ To promote partnership, results and mutual accountability. 2. To promote partnership, results and mutual accountability	Dialogue within the TWG-PPR is required to reach consensus on DPs supports. Timelines for DPs supports shall be agreed between RGC and DPs.						
2. CRDB/CDC	P&H	Facilitate all RGC agencies and TWGs in implementing priorities identified in this matrix	CRDB/CDC and associated P+H TWG is to play a coordinating role and opportunity for dialogue and information sharing	Reports prepared by CRDB/CDC to GDCC will be used to monitor overall progress						
NSDP Social Sector aid effectiveness priorities										
3. Ministry of Education, Youth and Sports	Education	1. Implementation of an analytical joint annual sector review and development of a timely, comprehensive and accurate Annual Operation Plan (AOP) 2. Coordination of capacity development initiatives	The joint review and comprehensive AOP provides the essential foundations for ensuring that all aid effectiveness principles can be established. Indicators and resource needs are proposed as follows <table border="1"> <thead> <tr> <th>Indicators</th> <th>Resource needs</th> </tr> </thead> <tbody> <tr> <td>1. An analytical and participatory process of Education Congress established An analytical education congress report and its aide-memoir produced in a timely manner through collaborative efforts by MoEYS relevant departments and ESWG A comprehensive AOP prepared in a timely manner based on the results and recommendations of the Education Congress and the MoEYS Budget Strategic Plan and the annual Programme Budget Plan.</td> <td>- Logistical arrangements (consultation meetings, workshops, materials etc.) - Technical assistance (TAs for technical departments and AE Advisor) - Technical inputs from MoEYS central departments and decentralized level offices/institutions - Guidance from MoEF - Technical inputs from DPs/NGOs</td> </tr> <tr> <td>2. Medium-term capacity development strategies prepared in priority areas. Concrete and practical approaches and mechanisms proposed for the establishment of a harmonised performance incentive scheme in the education sector.</td> <td>- Logistical arrangements (consultation meetings, workshops, materials etc.) - Technical assistance (TAs for technical departments and AE Advisor) - Technical inputs from MoEYS central departments and decentralized level - Technical inputs from DPs/NGOs</td> </tr> </tbody> </table>	Indicators	Resource needs	1. An analytical and participatory process of Education Congress established An analytical education congress report and its aide-memoir produced in a timely manner through collaborative efforts by MoEYS relevant departments and ESWG A comprehensive AOP prepared in a timely manner based on the results and recommendations of the Education Congress and the MoEYS Budget Strategic Plan and the annual Programme Budget Plan.	- Logistical arrangements (consultation meetings, workshops, materials etc.) - Technical assistance (TAs for technical departments and AE Advisor) - Technical inputs from MoEYS central departments and decentralized level offices/institutions - Guidance from MoEF - Technical inputs from DPs/NGOs	2. Medium-term capacity development strategies prepared in priority areas. Concrete and practical approaches and mechanisms proposed for the establishment of a harmonised performance incentive scheme in the education sector.	- Logistical arrangements (consultation meetings, workshops, materials etc.) - Technical assistance (TAs for technical departments and AE Advisor) - Technical inputs from MoEYS central departments and decentralized level - Technical inputs from DPs/NGOs	
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4. Ministry of Health	Health	<p>1. Implement AOP 2009 & 3YRP <i>MoH – DP collaboration in:</i></p> <ul style="list-style-type: none"> • JAPR and 2009-10 priorities • 3YRP • Joint Annual Plan Appraisal • M&E Task Forces for HSP2 • Provincial planning processes <p>2. Implement IHP workplan</p> <ul style="list-style-type: none"> • Strengthen capacity development for provincial TWG Health in Aid Effectiveness <ul style="list-style-type: none"> • On-job training • Workshop (AE dissemination) • Support forums and dialogues • Continue to facilitate civil society participation in the health sector • Develop the evidence base • Submit an IHP "Compact" 	<p>The AOP provides the basis for ensuring effective use of all resources based on sector priorities and the 3YRP improves predictability of resources for subsequent years.</p> <p>The JAPA facilitates joint resource allocation for the AOP.</p> <p>Coordinating support at sub-national level is critical to the delivery of effective health services and complementary to the well-established central TWG mechanism.</p> <p>The International Health Partnership provides further structure and support consistent with AE and system strengthening already well established in the health sector. Additional outputs and activities are already defined.</p>	<ul style="list-style-type: none"> • Task Forces to monitor on all indicator in HSP and AOP • Task Forces to update 3YRP • Task Forces to review AOP 2010 • TA (MoH/CDC/PHD) Facilitator Resource • Determine opportunities for IHP information exchange • Identify subjects for evidence based policy formulation • Formulate Partnership Principles
5. NAA All members of NAA	HIV/AIDS	NAA's coordination function needs to be strengthened to ensure the sustainability of the national response. A functional analysis of current organisational arrangements has been proposed	To promote ownership through a coherent national response and coordination mechanism	Dialogue between NAA and other RGC stakeholders is required to identify need/scope for functional review
6. CARD - MoP - MAFF	FSN	<ol style="list-style-type: none"> 1. Conducting a Mapping and Scoping exercise on existing Social Safety Nets in Cambodia 2. Disseminating Strategic Framework for Food Security and Nutrition 	This will allow for activities within a comprehensive, cross-sectoral approach to be identified with gaps identified so that effective resource mobilisation can follow	The TWG has met and this work is on-going
NSDP Economic Sector aid effectiveness priorities				
7. MAFF/MoWRAM	A & W	<ol style="list-style-type: none"> 1. Finalizing, integrating and prioritizing the five programs under the SAW. 2. Develop a common framework and mechanism to implement the SAW programs, including public 	<ol style="list-style-type: none"> 1. The SAW programs will serve as the national framework for A&W Sector development, clearly indicating the priorities that need to be addressed. 2. Implementation and resourcing of the SAW will move from a project to program based approach. 	<ul style="list-style-type: none"> - Mobilize financial resources to recruit TA to speed up the completion of priority actions - Rationalize the 5 SAW programs into an integrated, complementary and comprehensive framework.

RGC Ministry/Agency	TWG	Priority Action	Aid effectiveness justification/rationale	Status (Next steps required)
		financial and administrative reforms.		<ul style="list-style-type: none"> - Identify priority programming activities, including targeting and sequencing. - Analyze the implications of transitioning from a project to program based approach in the context of public financial management, public administration and D&D reform processes. - Develop a work plan for SAW implementation.
8. Ministry of Land Management, Urban Planning & Construction	Land	<ol style="list-style-type: none"> 1. Improve PBA in Land Administration , Management, Distribution Program (LAMDP) <ul style="list-style-type: none"> • Land Administration Sub-Sector Program (LASSP) • Land Management Sub-Sector Program (LMSSP) • Land Distribution Sub-Sector Program (LDSSP) 2. Partnership Principles between RGC and DPs within framework of LAMDP 3. Further preparation on Comprehensive Land Policy 4) Prepare monitoring and evaluation mechanism for land sector 	Avoid work overlapping , reduce the cost and burden in order to improve aid effectiveness	<ol style="list-style-type: none"> 1. PBA in LAMDP <ul style="list-style-type: none"> • LASSP is in place in 2007 • LMSSP has been drafted • LDSSP is not yet in place 2. Waiting for signature by Cambodia and DPs
9. Ministry of Agriculture, Forestry and Fisheries	Forestry and Environment	<ol style="list-style-type: none"> 1. Build Up Capacity for Planning, Implementing, Monitoring, and Evaluation and strengthening M&E system within FA. 2. Develop and Implement National Forest Program (NFP). 	<ol style="list-style-type: none"> 1. Capacity and performance indicators will provide the basis for mobilizing, coordinating and monitoring resource allocation, as well as results. 2. NFP is the internationally recognized tool for sustainable forest management. It will become a framework for DPs' supports, alignment and harmonization. 	<ul style="list-style-type: none"> - They are in progress. - TA is required for capacity building - Dialogue with the TWG is required for further assistant to implement NFP.

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10. Ministry of Agriculture, Forestry and Fisheries (Fisheries Administration)	Fisheries	1.Improve M&E system 2.Performance indicators developed in the Fisheries Administration Action Plan 2009	These priorities are linked to the fisheries JMI that proposes a programme-based approach to sector management. M&E capacity and performance indicators will provide the basis for monitoring resource allocation as well as results	- TA is required to support M & E System - Indicators of an annual FIA Action Plan 2009 developed and the Action Plan is being implemented.
11. CMAA	Mine Action	Support the development of a Mine Action Strategic Plan (MASP)	<p>1. The NMAS will define Cambodia's strategic vision and goals for mine action in order to contribute to the achievement of the goals set by Rectangular Strategy Phase II, The NSDP 2013, MDG 9 and the Anti-Personal Mine Ban Treaty.</p> <p>2. The NMAS will define specific objectives and activities for de-mining, MRE and Victim Assistance with corresponding resources requirements. It will serve as a basis for DP alignment.</p> <p>3. The Strategy will look at addressing aid coordination and management needs and challenges in the sector.</p> <p>4. The NMAS will be in line with the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action. It will lay the foundation for a Program Based-Approach and a more coherent capacity development support to the mine action activity.</p>	<p>- The CMAA will consult stakeholders to set the vision and goals for mine action (define the needs and challenges to be addressed by MASP). Q2</p> <p>- The CMAA will then request endorsement by the TWG of identified vision and goals. Q2</p> <p>- The CMAA will coordinate dialogue among stakeholders to define specific objectives and an activity in 5 pillars of MA resources requirements and needs for policy development, re-structuring within the sector. Q3</p> <p>- The CMAA will submit to the TWG to endorse the final NMAS before its actual implementation. Q4</p> <p>A detailed and incremental approach will support M&E across the MA sector.</p>
12. Private sector TWG	PSD	1.Make progress in legal agenda to improve enabling environment for private sector (list to be agreed based on list from the think tank on legal reform; appropriately reviewed by the private sector through the Working Group on Law, Tax, and Governance)	<p>Create an enabling environment for the development of the private sector</p> <p>Ongoing. The Trade Development Support Program,</p>	<p>TWG will meet by May 2009 with private sector to discuss this. RGC will first send a preliminary list of economic regulations and laws that are being discussed and this will be discussed jointly with development partners and the tax and law Working Group.</p> <p>The RGC needs to finalize and pass a sub-decree to appoint the government</p>

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		2. Adopt a 3-year rolling plan of trade-related reforms (“Trade SWAP”), with a detailed inter-ministerial action plan, a strong monitoring framework, and with indication of harmonized DP support	<p>which supports the Trade SWAp, was launched in March 2009. The 3-year rolling plans are being developed.</p> <ul style="list-style-type: none"> • Implementation of MBPI as part of trade SWAp - Stage 1 to be completed by Khmer New Year • Increase number of shared missions • Connect MOC's Department of International Cooperation with TWG network, plus streamlining internal capacities • Trade SWAp: identify and exploit opportunities for further donor coordination around Trade SWAp planning and budgeting processes • Capacity development: two long term international advisers to be placed in Ministry of Commerce (D/ICO and Legal Compliance departments) • Contract approvals for further automation of Customs procedures underway 	teams working on the three pillars of the Trade SWAp. This has been pending for more than a year.
NSDP Infrastructure Sector aid effectiveness priorities				
13. Ministry of Public Works & Transport	Infrastructure	Continued mapping of support as a basis for enhanced information sharing and coordination	Promote RGC ownership and promote DP alignment with RGC priorities, enabling efficient resource allocation and basis for M&E.	IRI TWG will provide a venue for continuing mapping work
14. Ministry of Rural Development - Ministry of Public Works and Transportation - Ministry of Industry, Mines and Energy - Ministry of Education - Ministry of Health	RWSSH	1. RWSSH Strategy Development 2. Donor mapping	<p>This will promote RGC ownership and promote DP alignment with RGC priorities as well as provide a framework for resource allocation.</p> <p>A mapping of DP assistance will provide the basis for improving alignment, as well as allowing for improved RGC monitoring of project delivery</p>	<p>Discussion will be conducted within TWG on including a section of Partnership Principle in Strategy.</p> <p>Steps toward developing the Strategy and mapping must be defined in consultation with DPs (ODA Database the primary source for mapping).</p>
NSDP Governance and cross-sector aid effectiveness priorities				
15. CAR/OCM	PAR	<p>RGC Capacity Dev't Strategy</p> <ul style="list-style-type: none"> • Building capacity to develop capacity • Deployment Performance and Accountability Instrument • And deployment of network of ministerial focal points 	The RGC Capacity Development Strategy will advise DPs on practices to follow to ensure coordinated and effective support to Public Administration Reform programme	CAR is planning for a meeting with all stakeholders. The TC Guideline prepared by CRDB/CDC may be used as an input to guide DP support

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16. Council of Legal and Judicial Reform	Legal and Judicial Reform	General secretariat of the Council for Legal and Judicial Reform (GSCLJR) coordination and monitoring function need to be strengthened to ensure the effectiveness and sustainability of the implementation of the LJR action plan.	<ul style="list-style-type: none"> Enhance ownership through a coordination mechanism Ensure the national priorities 	Dialogue within RGC and between RGC and DPs to establish and maintain coordination mechanisms.
17. Ministry of Interior	D&D	Finalize national program on D&D	Draft of National Program on D&D will be submitted to Council of Ministers for approval and finalized not over June 2009 . This will promote national ownership and inform the basis for DP engagement in the reform	Dialogue within the TWG is required to reach consensus on this priority Indicators and timelines must be agreed between RGC and DPs.
18. MEF	PFM	PFMRP	Implementation of PFMRP is on-going and comprises an important component of the overall contribution to aid effectiveness.	Identified in PFMRP
19. MoWA	Gender	<p>1. Facilitated consultation and expert roundtables on MoWA 5 year Strategy (Neary Rattanak 3).</p> <p>2. Planning and consultation for developing of PBA to gender mainstreaming.</p>	<p>1. This will provide quality assurance, promote broader RGC ownership (beyond MoWA) and promote DP alignment with RGC priorities as well as provide a framework for resource allocation.</p> <p>2. Enhance ownership; ensure national priorities, use of national systems, and promote harmonization and a focus on managing for development results instead of project approaches with high transaction and coordination costs for MoWA.</p>	<p>1. Draft strategy available, and internal MOWA and provincial consultations completed.</p> <p>2. Establish working groups; dialogue within MOWA and with LMs and between DPs for common understanding and agreement on "road map"; development and endorsement of a plan; assessment of capacity.</p>

Notes

- Criteria for identification of priorities is as follows: (i) related to aid effectiveness; (ii) should be of high priority in terms of promoting results and impact at sector level; (iii) should be feasible / achievable; (iv) once finalised, should represent consensus of all RGC agencies and DPs active in the sector.
- Indicators and timelines will be identified once consensus on detail of each priority has been reached.
- Monitoring will be undertaken via dialogue in the TWGs and through routine reporting by TWGs to GDCC.