

CRDB/CDCSynthesis Report on Aid Effectiveness Priorities**1. Background**

Aid effectiveness priorities have been developed based on the need to accelerate the implementation of the aid effectiveness commitments, together with the need to prioritize and focus on actions that would impact positively on development results. They are relevant to the national situation and represent the government's response to commitments included in the Accra Agenda for Action. These priorities were agreed and presented at the April 2008 GDCC where it was agreed that these priorities would be monitored through TWG progress reporting to the GDCC.

**2. Progress and Challenges of Aid Effectiveness Priority Implementation**

This first synthesis report of Aid Effectiveness JMI Priorities is developed based on reports received from 16 TWGs prior to the 15<sup>th</sup> GDCC Meeting to be held on September 29, 2009. Detailed progress for each TWG is presented in Annex One. The priorities fall into three broad themes as: (1) an ambition to establish or strengthen a program-based approach or sector strategy; (2) capacity development; (3) the principle of mutual accountability.

**a) PBAs or Sector Strategy:** There are 12 TWGs which have included an ambition to establish or strengthen a Programme-Based Approach or sector strategy which is the most commonly-identified priority area. TWG reports show that some TWGs have made progress toward finalization of sector strategy/programme. For instance, National Forestry Program is almost completed; Neary Rattanak 3 is finalized, while some are in the progress of preparation (RWSSH Strategy, National Mine Action Strategy). However, there is still a strategy/program that could not be adopted on schedule due to the need of high level political consultation. Where strategy/programme exists, some TWGs (Education & Health) have developed or reviewed their Annual Operation Plans to monitor the progress.

With good partnership or close collaboration with relevant line ministries/agencies and development partners, the internal and national consultants have been recruited to accelerate the harmonization of the five programmes under the SAW and a mapping and scoping exercise on existing social safety nets of FSN was finished.

At the same time of making progress, constraints related to insufficient fund and capacity for program implementation, once draft program is completed, is raised by TWG-Fisheries and TWG-Food Security and Nutrition. While TWG-Education, D&D and Food Security & Nutrition have smooth collaboration and inter-ministerial coordination, TWG-RWSSH reports that this continues to be a constraint.

**b) Capacity Development:** Six TWGs—Education, Health, Land, Forestry and Environment, Fisheries and PAR—raised a capacity-related priority, often related to the monitoring and evaluation, strengthening national systems or to financial management. Four TWGs have submitted the reports on Aid Effectiveness Priorities with the absences of Land and PAR TWGs. Forestry and Environment TWG is in progress of setting up the M&E Units, while Fisheries TWG has set up the unit already, but is building up the capacity of the staff through Technical Assistance. There is good progress regarding capacity building on planning, implementing, and monitoring and evaluation system as technical assistance is provided in terms of advisory support to policy guidance to M&E unit, policy advice and feedback to policy and planning process. This would hopefully lead to the strengthening and using the national systems of the country. Moreover, Education TWG is establishing Medium-term Capacity Development Strategy by focusing on planning, monitoring and evaluation. Health TWG has strengthened capacity of the Provincial TWG Health by providing workshop on Sensitization of Pro-TWGH Functioning and some regional training workshops on Strengthening Capacity of Provincial-TWGH focal points.

However, some challenges were identified. Although there are units or offices to implement the monitoring and evaluation system, capacity building of staff working in those places is still needed. Fisheries TWG mentioned the challenges of improving M&E, which is a time consuming process.

**c) The Principle of Mutual Accountability:** The Planning and Land TWGs have explicitly identified the use of partnership principles; however, there is absence of Land TWG in reporting. The actions mentioned by others, including Health, Mine Action, RWSSH, LJR, D&D and Gender TWGs,

emphasize the need to strengthen ownership through partnership principles and joint consultations and meetings. Most TWGs reported that there have been many extensive consultations, discussions, workshops and meetings with stakeholders and development partners in establishing and preparing sector strategy, sharing best practices and sharing information on the progress on their working process. Two TWGs—RWSSH and Gender—have discussed with development partners concerning the development of the draft and the endorsement of the Partnership Principles.

The partnership work has proceeded well, but further consultations and discussions are still needed.

### **3. Constraints in Aid Effectiveness Priority Implementation**

Reports of TWGs revealed a number of constraints in Aid Effectiveness JMI implementation. These include the following:

- Capacity building on M&E is required as this is proving to be a time-consuming process that requires long-term commitment and support. (Most TWGs)
- Time constraint for formulation and adoption of the national program due to the high-level and broad consultations with stakeholders. (D&D TWG)
- The financial support is still a problem; and insufficient fund for program implementation and late development partner committed fund is raised. (Fisheries, FSN, HIV/AIDS TWGs)
- Administrative capacity constraints within courts (LJR TWG)
- The need of broader understanding of the reporting process of MEF (LJR TWG)
- Lack of Strategic direction (LJR TWG)
- Monitoring arrangements for progress is limited. (RWSSH TWG)
- Internal communication and inter-ministerial coordination on aid coordination is limited. (RWSSH TWG)
- Ministry ownership of the agenda and associated actions requires strengthening. (RWSSH TWG)
- Sectoral capacity constraints (RWSSH TWG)
- Some parts of the Education Congress Report were not analytical so the next report should be improved and DPs need to integrate their project reports of into MOEYS central technical department report.
- Each development partner has different interest and policies. (Education TWG)
- TWG-HIV/AIDS is still waiting for response from Lead-donor Facilitator and other key DPs to who the proposal of the Functional Task Analysis of National HIV/AIDS Response Mechanism and cost-estimation were sent to.

### **5. Recommendations to GDCC (by TWGs)**

- Suggestion on the formulation of pooled funding in order to avoid overlapping support and give priority to the ministry to decide on the focused areas. (Education TWG)
- Request to support training on M&E and provide more fund and Technical Assistance. (F&E TWG)
- Disbursement procedure/process of the block grant provided by CRDB/CDC should be simplified in order to easily utilize the approved fund by the TWG secretariat. (FSN TWG)
- Request for more participation and cooperation from DPs and line ministries, especially in cross-cutting TWGs
- High level inter-governmental consultation is needed (D&D TWG)

### **4. Conclusion**

As the overall perspective, since the last GDCC meeting held in April 2009, the implementation of Aid Effectiveness Priorities has progressed well. Most TWGs have developed and strengthened their own strategies/programs so they are on the way to program-based approach which can improve information management that can support programming and coordination of resources. However, most TWGs often raise constraint related to capacity development of staff and lack of capacity in program implementation which leads to weak government ownership in negotiating with development partners. Requests from TWGs regarding TA have been mentioned and some of them have been

provided to fulfill TWGs' needs. In short, TWGs and DPs still need to strengthen partnership in working together to improve their work and move toward the success in achieving the aid effectiveness objectives.

To reduce the constraint, TWG should focus more on their commitment. Peer learning, knowledge and information sharing and 'learning by doing' are still very important for all TWG to increase their capacity and ownership. After the strategic meeting on partnership in Siem Reap, TWG can take this experience to improve the cooperation with DP. Formal and informal discussion is needed for them to make a convergence of objectives and interests, while CRDB continue to support TWGs based on requests received from them. All TWGs should work more closely with their CRDB focal point to fulfill their need and requirement and CRDB will itself continue to strengthen its own capacity to provide effective support to the TWGs, including through tailored support to individual TWGs or through collective support via the TWG Network.

## Annex One

## Summary of Aid Effectiveness JIM Progress

RGC Ministry/Agency	TWG	Priority Action	Next steps agreed in April 2009	Status as of end August 2009
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"> <li>▪ Prepare NSDP Extension                to 2013</li> <li>▪ AOP 2009 to implement                MPSP 2006-2010</li> </ul> 2. Development of partnership principles	Dialogue within the TWG-PPR is required to reach consensus on DPs supports.  Timelines for DPs supports shall be agreed between RGC and DPs.	-The preparation of NSDP Update 2009-2013 is on schedule.  - Extensive consultation have been held with individual LMs/LAs to provide further elaboration of MOP's Policy and Technical Guideline for the preparation of submission by LMs/LAs subsequent to the workshop held on 24 June 2009. - A sub-working group has been established to review and recommend monitoring indicators for the NSDP extension.  -The RGC's Decision on the Establishment of Task Force for Managing the Process of Harmonising of Planning, Public Investment Expenditure, and Cooperation Financing has been issued on 11 <sup>th</sup> August 2009.
2. CRDB/CDC	P&H	Facilitate all RGC agencies and TWGs in implementing priorities identified in this matrix	Reports prepared by CRDB/CDC to GDCC will be used to monitor overall progress	
<b>NSDP Social Sector aid effectiveness priorities</b>				
3. Ministry of Education, Youth and Sports	Education	1. Implementation of an analytical joint annual sector review and development of a timely,	The joint review and comprehensive AOP provides the essential foundations for ensuring that all aid effectiveness principles can be established.	AOP 2010 is under preparation.

RGC Ministry/Agency	TWG	Priority Action	Next steps agreed in April 2009	Status as of end August 2009
		<p>comprehensive and accurate Annual Operation Plan (AOP)</p> <p>2. Coordination of capacity development initiatives</p>		<p>Medium-term capacity development strategy is developing by focusing on the area of planning, monitoring and evaluation.</p> <p>MBPI scheme is under preparation.</p>
4. Ministry of Health	Health	<p><b>1. Implement AOP 2009 &amp; 3YRP</b>  <i>MoH – DP collaboration in:</i></p> <ul style="list-style-type: none"> <li>• JAPR and 2009-10 priorities</li> <li>• 3YRP</li> <li>• Joint Annual Plan Appraisal</li> <li>• M&amp;E Task Forces for HSP2</li> <li>• Provincial planning processes</li> </ul> <p><b>2. Implement IHP workplan</b></p> <ul style="list-style-type: none"> <li>• Strengthen capacity development for provincial TWG Health in Aid Effectiveness <ul style="list-style-type: none"> <li>• On-job training</li> <li>• Workshop (AE dissemination)</li> </ul> </li> <li>• Support forums and dialogues</li> <li>• Continue to facilitate civil society participation in the health sector</li> <li>• Develop the evidence base</li> <li>• Submit an IHP "Compact"</li> </ul>	<ul style="list-style-type: none"> <li>• Task Forces to monitor on all indicator in HSP and AOP</li> <li>• Task Forces to update 3YRP</li> <li>• Task Forces to review AOP 2010</li> <li>• TA (MoH/CDC/PHD) Facilitator Resource</li> <li>• Determine opportunities for IHP information exchange</li> <li>• Identify subjects for evidence based policy formulation</li> <li>• Formulate Partnership Principles</li> </ul>	<p>Mid-year AOP review was organized in July 2009 to monitor progress.</p> <p>Workshop on Sensitization of Pro-TWGH Functioning and 3 regional training workshops on strengthening capacity of Pro-TWGH focal points were organized.</p> <p>An international consultation is engaged and is working to document Pro-TWGH best practices and lessons learnt.</p> <p>CBHI's NGO practice report will be finalized end of Sept 2009.</p> <p>IHP forum and two advocacy training were conducted for CSOs.</p> <p>Health bulletin is established on a monthly basis.</p>

RGC Ministry/Agency	TWG	Priority Action	Next steps agreed in April 2009	Status as of end August 2009
				On-going information sharing and representation at policy platforms.  Think Tank is established.
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	Dialogue between NAA and other RGC stakeholders is required to identify need/scope for functional review	Proposal on Functional Task Analysis of national HIV/AIDS Response Mechanism and the cost estimation were developed and sent to LF and key DPs for funding.  The TWG-LF and other DPs haven't responded to the proposal yet. However, the amount of \$14,150 was confirmed by UNICEF and additional amount of \$20,000 would be raised among DPs.
6. CARD  - MoP - MAFF	FSN	1. Conducting a Mapping and Scoping exercise on existing Social Safety Nets in Cambodia 2. Disseminating Strategic Framework for Food Security and Nutrition	The TWG has met and this work is on-going	Mapping and scoping exercise was finished and "Cambodia Safety Net Review" report was presented in the National Forum on FSN.  The Framework for FSN was disseminated in two training workshops and its presentation to more provincial workshops will follow soon.
<b>NSDP Economic Sector aid effectiveness priorities</b>				
7. MAFF/MoWRAM	A & W	1. Finalizing, integrating and prioritizing the five programs under the SAW.	- Mobilize financial resources to recruit TA to speed up the completion of priority actions - Rationalize the 5 SAW programs into an	-National consultants have been recruited.

RGC Ministry/Agency	TWG	Priority Action	Next steps agreed in April 2009	Status as of end August 2009
		2. Develop a common framework and mechanism to implement the SAW programs, including public financial and administrative reforms.	<p>integrated, complementary and comprehensive framework.</p> <ul style="list-style-type: none"> <li>- Identify priority programming activities, including targeting and sequencing.</li> <li>- Analyze the implications of transitioning from a project to program based approach in the context of public financial management, public administration and D&amp;D reform processes.</li> <li>- Develop a work plan for SAW implementation.</li> </ul>	<ul style="list-style-type: none"> <li>- Harmonization of the five programs is in the process.</li> <li>- After the harmonization of the five programs, financing and PFM reforms will be addressed.</li> </ul>
8. Ministry of Land Management, Urban Planning & Construction	Land	<p>1. Improve PBA in Land Administration , Management, Distribution Program (LAMDP)</p> <ul style="list-style-type: none"> <li>• Land Administration Sub-Sector Program (LASSP)</li> <li>• Land Management Sub-Sector Program (LMSSP)</li> <li>• Land Distribution Sub-Sector Program (LDSSP)</li> </ul> <p>2. Partnership Principles between RGC and DPs within framework of LAMDP</p> <p>3. Further preparation on Comprehensive Land Policy</p> <p>4. Prepare monitoring and evaluation mechanism for land sector</p>	<p>1. PBA in LAMDP</p> <ul style="list-style-type: none"> <li>• LASSP is in place in 2007</li> <li>• LMSSP has been drafted</li> <li>• LDSSP is not yet in place</li> </ul> <p>2. Waiting for signature by Cambodia and DPs</p>	N/A
9. Ministry of Agriculture, Forestry and Fisheries	Forestry and Environment	1. Build Up Capacity for Planning, Implementing, Monitoring, and Evaluation and strengthening M&E system within FA.	<ul style="list-style-type: none"> <li>- They are in progress.</li> <li>- TA is required for capacity building</li> <li>- Dialogue with the TWG is required for further</li> </ul>	<p>M&amp;E Office is setup and filled with staff.</p> <p>Capacity building on M&amp;E is</p>

RGC Ministry/Agency	TWG	Priority Action	Next steps agreed in April 2009	Status as of end August 2009
		2. Develop and Implement National Forest Program (NFP).	assistant to implement NFP.	needed. Draft of the NFP is 85% completed. Insufficient fund and capacity for NFP implementation
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	- TA is required to support M & E System - Indicators of an annual FiA Action Plan 2009 developed and the Action Plan is being implemented.	TA has provided advisory support, particularly on policy guidance, to M&E Unit. Support is also provided by the TWG Secretariat for implementing an Annual Action Plan for the FiA such as field backstopping, policy advice and feedback into policy and planning process.  The TWG considers that improving M&E and time consuming are the challenges for the TWG.  The indicators of the Action Plan 2009 of the FiA have been developed and are being implemented.
11. CMAA	Mine Action	Support the development of a Mine Action Strategic Plan (MASP)	- The CMAA will consult stakeholders to set the vision and goals for mine action (define the needs and challenges to be addressed by MASP). <b>Q2</b> - The CMAA will then request endorsement by the TWG of identified vision and goals. <b>Q2</b> - The CMAA will coordinate dialogue among	A stakeholder workshop was organized to discuss the preparation of the National Mine Action Strategy (NMAS), the equivalent of MASP.  The draft outlines, objectives, vision and mission have been shared at



RGC Ministry/Agency	TWG	Priority Action	Next steps agreed in April 2009	Status as of end August 2009
			<p>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. <b>Q3</b></p> <p>- The CMAA will submit to the TWG to endorse the final NMAS before its actual implementation. <b>Q4</b></p> <p>A detailed and incremental approach will support M&amp;E across the MA sector.</p>	<p>the workshop and the TWG-MA meeting for review and endorsement.</p> <p>Four technical reference groups and a task force have been meeting regularly to accelerate the formulation process.</p> <p>Final draft NMAS is scheduled for approval in November 2009.</p>
12. Private sector TWG	PSD	<p>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> <p>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>	<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 teams working on the three pillars of the Trade SWAp. This has been pending for more than a year.</p>	N/A
<b>NSDP Infrastructure Sector aid effectiveness priorities</b>				
13. Ministry of Public Works & Transport	Infrastructure	Continued mapping of support as a basis for enhanced information sharing and coordination	IRI TWG will provide a venue for continuing mapping work	N/A

RGC Ministry/Agency	TWG	Priority Action	Next steps agreed in April 2009	Status as of end August 2009
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. RWWSH Strategy Development  2. Donor mapping	Discussion will be conducted within TWG on including a section of Partnership Principle in Strategy.  Steps toward developing the Strategy and mapping must be defined in consultation with DPs (ODA Database the primary source for mapping).	Development of sector strategy is well advanced, and efforts by DPs to better coordinate and communicate are bearing fruit.  Internal progress is less evident, and decision to promote PBAs has not been articulated at senior levels.  There are some challenges raised: (1) Monitoring arrangements for progress, internal communication and inter-ministerial coordination on aid coordination is weak or absent; (2) ministry ownership of the agenda and associated actions requires strengthening; (3) sectoral capacity constraints are pronounced.
<b>NSDP Governance and cross-sector aid effectiveness priorities</b>				
15. CAR/OCM	PAR	RGC Capacity Dev't Strategy  <ul style="list-style-type: none"> <li>• Building capacity to develop capacity</li> <li>• Deployment Performance and Accountability Instrument</li> <li>• And deployment of network of ministerial focal points</li> </ul>	Series of consultations with Ministries, development partners and stakeholders. The TC Guideline prepared by CRDB/CDC may be used as an input to guide DP support	N/A
16. Council of Legal and Judicial Reform	Legal and Judicial Reform	General secretariat of the Council for Legal and Judicial Reform (GSCLJR) coordination and	Dialogue within RGC and between RGC and DPs to establish and maintain coordination mechanisms.	There is lack of strategic direction. Strategic plans have been developed for four model courts and

RGC Ministry/Agency	TWG	Priority Action	Next steps agreed in April 2009	Status as of end August 2009
		monitoring function need to be strengthened to ensure the effectiveness and sustainability of the implementation of the LJR action plan.		<p>Cambodia National Police and are in the process of being developed for MOJ and the General Secretariat of CLJR.</p> <p>- The General Secretariat has invited donors to consult on a number of issues.</p> <p>- Need participation in the TWG by donors and line agencies involved in the WTO law drafting</p>
17. Ministry of Interior	D&D	Finalize national program on D&D	<p>Dialogue within the TWG is required to reach consensus on this priority</p> <p>Indicators and timelines must be agreed between RGC and DPs.</p>	<p>- 4th draft of the National Program has been consulted with LMs, NGOs and DPs but further consultation is needed.</p> <p>- Timelines for finalizing the NP is June 2009. Due to the need for high-level political, inter-governmental consultations, the finalization of the draft program would be beyond the agreed timeframe</p>
18. MEF	PFM	PFMRP	Identified in PFMRP	N/A
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. 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;</p>	<p>Neary Rattanak 3 was finalized based on internal consultation with MOWA, Provincial Dept and TWG Gender and also reviewed by experts. Finally it was submitted to the COM at the end of July.</p> <p>Draft PBA Road Map is available for</p>

RGC Ministry/Agency	TWG	Priority Action	Next steps agreed in April 2009	Status as of end August 2009
			assessment of capacity.	consultation. Workshops of PBA training of MOWA staff were planned for Q4 and preparations are underway. Draft documents are available and will be shared at DP meeting to develop and endorse partnership principles.  TOR for Capacity Assessment of MOWA was agreed and endorsed.