

Country Systems Workshop in Cambodia

Promoting Country Systems *Seen From a Results-Based Planning Perspective*

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By Ministry of Planning

Key Aspects of Promoting Country Systems

Seen from a RBP Perspective

1. A general context for adopting country systems for disbursement of ODA in Cambodia.
2. The MOP's key functions .
3. A proposal for the application of country systems seen from the existing planning hierarchy.

1. A GENERAL CONTEXT FOR ADOPTING COUNTRY SYSTEMS FOR DISBURSEMENT OF ODA IN CAMBODIA

The RGC's position towards Country Systems

- It has been perceived, *from a result-based planning perspective*, that Country Systems ought to be followed and strengthened for the planning, budgeting, implementation, and monitoring and evaluation of well-interlinked national and sectoral development priorities aiming at achieving targeted inputs, outputs, outcomes, and impacts.
- As clearly pronounced in the NSDP, 2006-2010, the RGC is committed to promoting country systems.

1. A GENERAL CONTEXT FOR ADOPTING COUNTRY SYSTEMS FOR DISBURSEMENT OF ODA IN CAMBODIA (con't)

The RGC's position towards Country Systems

- To quote, '*the most preferred mode....would be increasingly through budget support....*' (*NSDP, 2006-2010; Para 5.17*)
- In short, the government would much prefer having externally funded projects/programmes, which are fully integrated with the sectoral or national planning process. Additionally, it is proposed that the funds are administered through the national budgetary process.*

1. A GENERAL CONTEXT FOR ADOPTING COUNTRY SYSTEMS FOR DISBURSEMENT OF ODA IN CAMBODIA

Raison d'être for country systems

1. Uniformly drawn up country systems permit better coordination and accounting across different government agencies, thereby ensuring greater efficiency.
2. Under uniform country systems, it is simpler to monitor projects/programmes and generate synergies across projects and programmes which are implemented by different agencies.
3. Ultimately, when DP assistance diminishes and national funds replace them, a well-established country system would permit a smoother transition.
4. A country system can also save on time and resources as it would help avoid unnecessary efforts to harmonise different DP's accounting, staffing, implementing and (input and output) monitoring systems (since each has its own defined implementation system and its own priority).

2. MOP'S KEY FUNCTIONS

The MOP is assigned to carry out three broad functions:

1. Drawing up 5-yr development plans (medium-term), 3-yr rolling plans for PIPs – **General Department of Planning** (GDP)
2. Conducting various assessments and evaluations (MTP, APR, etc.): principally, outcome/impact assessment – **General Department of Planning** (GDP)
3. Conducting surveys and preparing reports from time to time (Population Census, Economic Census, SES, DHS, and so on) – **National Institute of Statistics** (NIS)

2. MOP'S KEY FUNCTIONS

Issues in Outcome/Impact Assessment

GDP in MOP draws up medium-term plans, & conducts outcome and impact assessment. Logically, the sectoral strategies/programmes/planned actions/PIPs are to be designed to achieve national development priorities set out in the plan ultimately aiming at bringing about certain expected national outcomes and impacts.

However, since many projects are DP-driven or conceived externally, their outcomes and impacts are not necessarily aligned with plan priorities. Next, many stand-alone programmes are for small periods of time, covering limited geographic area. This results in uncertainty about their continuation or spread, once the project is finished. Finally, some DP-driven projects have their own M&E (mainly input and output monitoring), which might not match with the national outcome and impact measurement of MOP.

All this affects the MOP's effectivity of monitoring and evaluation of the expected national outcomes and impacts to be achieved through the implementation of the sectoral strategies/programmes/planned actions/PIPs that are to be designed to achieve national development priorities set out in the plan.

2. MOP'S KEY FUNCTIONS

Issues in NIS's activities

Its main functions are to conduct **Censuses** (population and economic) (10-yr); **CSES** (full five yrs, smaller sample annually – since 2007); DHS and similar activities (5-yr – in partnership with concerned ministries); **National Account**, inflation and other macro statistics (annually – in partnership with concerned ministries)

In the case of NIS, as the nature of each of these activities is practically stand-alone, individual programme support for the implementation of these tasks should not affect the overall NIS performance. However, the in-house capacity building component of the individual support programme has been marginalised.

3. A proposal for the application of country systems *seen from the existing planning hierarchy*

ODA for MOP's activities

MOP as such is a small recipient of ODA, since it is not a plan-implementing agency.

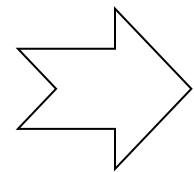
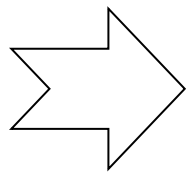
- Its main ODA funding is for conducting surveys and other field operations, and for in-house capacity-building – the latter being sporadic and unsystematic. It gets some support in M&E and such activities – mainly technical cooperation.
- MOP, however, draws up plans for other line ministries to implement, and it conducts M&E of the outcomes and impacts of these activities. Hence, it has a view on this subject.

3. A proposal for the application of country systems *seen from the existing planning hierarchy*

The existing planning hierarchy

1. At the national level: There is a country plan – this is a conceptual exercise (drawn up by MOP in partnership with other ministries).
2. At the sectoral level and sub-national levels: there is a sectoral and/or sub-national plan and PIPs (drawn up in partnership with concerned constituencies) – *these are implemented & funding is required.*
3. Monitoring and evaluation: At the project level, *input & output* monitoring is done by line ministries. At the national level, MOP does outcome and impact monitoring.

(The planning cycle could be seen in the next slide)



3. A proposal for the application of country systems *seen from the existing planning hierarchy*

MOP's view and proposal

In this context, the following should be taken into consideration:

- ***Repeat***: National planning and outcome/impact monitoring are done at the central (MOP) level, but the implementation is done by line ministries of the concerned sectors.
- ***Argument***: If a harmonisation between the five boxes in the diagram is not maintained, M&E will not reflect what it is expected to.
- Thus, a 'country system' for planning, budgeting, implementation, and monitoring and evaluation is important to ensure the harmonisation of all planning cycle elements, which ultimately help achieve national development goals set out in the plans.

A CONCLUSION

Since NSDP is the RGC main national development policy instrument to implement RGC's development strategy (RS) (*clearly pronounced in NSDP, 2006-2010*), and applying a 'country system' for planning, budgeting, implementation, and monitoring and evaluation is instrumental in achieving broad national development objectives, the following aspects are to be taken into consideration:

- Based on the national medium-term plan (5-yr plan), sectoral ministries should draw up their annual or longer term plans and programmes.
- DP resources should be aligned with the sectoral ministry plans and programmes.

A CONCLUSION

- M&E (outcome and impact) system should be aligned with annual and medium-term plans and strengthened with well-coordinated DP supports for the sake of improving an evidence-based policy making process.
- Last but not least, promoting country systems, seen from a result-based planning, requires consistent and concerted efforts in different RGC reform programmes, such as PFMRP which plays a fundamental role in making this happen.

Thank you

