

TWG Review and Reporting Template

Name of TWG: **Gender**

General guidance for using the template

This template is designed to support and complement the dialogue that will take place during the TWG Network meeting on 27-28 February 2012 in Sihanouk Ville. It is intended to ensure that each TWG can make progress in promoting development results and partnership as well as to provide inputs into national-level policy work on development effectiveness, partnerships and results-based cooperation.

1. Managing for Development Results, monitoring and mutual accountability

Questions for review

A1. Does the sector have a results framework? If yes, what is its relationship to the following:

- a) Sector policy/strategy
- b) Annual workplan and Budget Strategic Plan
- c) NSDP
- d) JMIs
- e) TWG workplan
- f) Results frameworks of major development partners active in the sector?

Neary Ratanak III has a result framework, but not as specific to provide for joint results-based monitoring. So, it is planned to strengthen joint programming, inc resource mapping and capacity development in the framework of a PBA. The result from its Mid-term Review shows that gender responsive indicators and targets has been incorporated into NSDP Update 2009-2013 related to MoWA priorities. The Joint Monitoring Indicators for gender has been jointly established within NR III framework where all relevant stakeholders are responsible for result-based reporting.

A2. Is the JMI derived from the sector strategy and an associated results framework?

Yes, women's economic empowerment and legal protection.

A3. Are there any arrangements for joint (sector-wide) monitoring and discussion of results based on the sector strategy/plan?

There are always sub group meeting on specific topic as well as reporting on the implementation of JMI and the workplan for detail discussions. However, the person sent to the meeting to represent different stakeholders can't contribute properly during the session to advance principles of mutual accountability and managing for development result.

A4. How do current aid coordination arrangements (PBA, TWG, bilateral consultations) support the promotion of results-based work?

PBA allows reducing parallel planning and uses and strengthens country system.

Issues for discussion and further action

A5. Based on the questions above, what are the priorities (including for training and support) for strengthening results frameworks at sector level as well as their linkage to the JMIs, NSDP and project-level monitoring arrangements?

To strengthen result framework, a capacity development strategy is needed, with particularly emphasis on strengthening MoWA capacity to mainstream gender in key sectors; strengthening the capacity of technical departments to support gender mainstreaming efforts; and, strengthening linkages between the MoWA technical departments, the TWG-G and the relevant GMAGs through stronger engagement of the technical departments in the TWG-G.

A6. Has the JMI recently been up-dated? If not, would it be timely to do so based on 2012 operational plans and performance targets? Could a new JMI be developed in line with a sector results framework? In what ways could the JMI preparation and monitoring process itself be improved?

The JMI is planned to be updated in line with NR III priorities. However, to ensure effective results of its implementation, strong commitments from relevant stakeholders are needed to provide inputs as well as to report on gender mainstreaming in their respective sectors to the TWG-G Secretariat.

A7. Are monitoring targets (outcomes and outputs) effectively linked to the process of programming resources (budgets, annual plans, Budget Strategic Plans etc? (Consider the main strengths of the current arrangements – inter-departmental cooperation etc – and the areas in which the resource-results relationship can be improved).

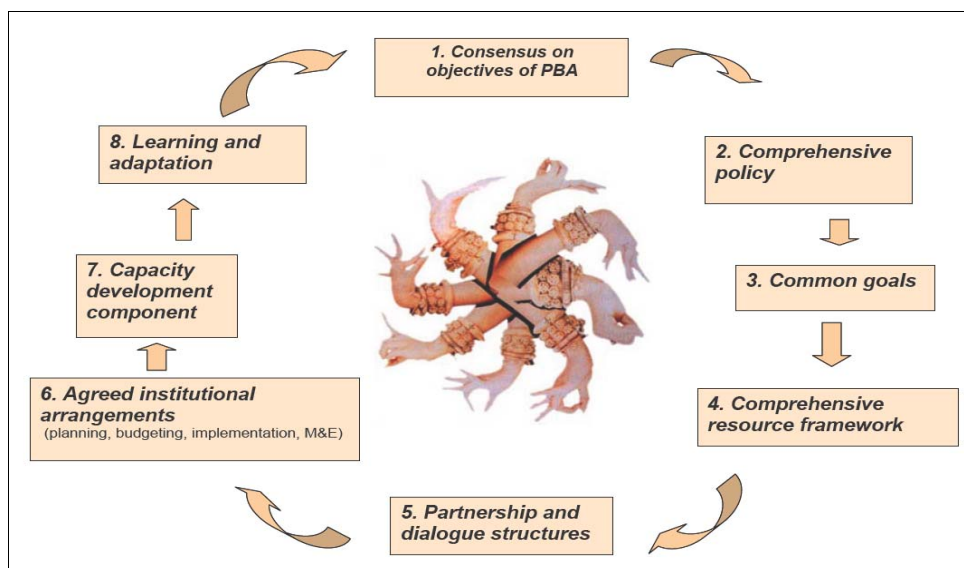
2. Use of programme-based approaches to promote development effectiveness and strengthen country systems

Questions and issues for review

B1. The basic components of a PBA are set out below. Discuss the status of each main area of a PBA (or other existing partnership management arrangements) in your TWG/sector. Consider the main focus of work over the past year and priority areas for the year ahead.

A preliminary road map for a PBA was presented in the last TWG/G. A PBA clinic took place in 2011, the MTR of the NR3 addressed aspects for the development of a PBA. A consultancy has taken place to help define a scope and framework for a PBA on gender. Discussions with management teams from MoWA and with DPs show:

- i. a lack of understanding / knowledge about the nature and operational details of a PBA process as it would apply for a cross cutting issue in a complex environment;
- ii. a lack of vision about the tangible benefits/incentives for own programmes and advantages that a PBA would bring with it;
- iii. a 'natural' tendency to resist change and depart from usual organizational modus operandi.



B2. The objective of a PBA (April 2011 training) is "to promote better organisation and better results". Does the PBA, or current partnership management arrangements, make a positive contribution to this objective. Why (or why not)? Theoretically, it does. In the practice, the current partnership arrangements between MoWA and various DPs and CSOs are diversified, on one to one basis and following mostly the modalities of the concerned DP or CSO. MoWA has the will to make use of the PBA advantages, notably in term of better coordination and organization and better monitoring of the initiatives and programmes of all stakeholders with their active participation towards more demonstrable results. However, the pre-requirements for this on both sides are still in progress. MoWA is in the process of building its capacities of coordination, leadership, operational capacities as well as knowledge on gender mainstreaming and PBA. The DPs and CSOs are looking at the needs to know more to the PBA process in practice, to explore the possibilities of their

adjustments and be equipped to play an active role on the side of MoWA towards better delivery.

- B3. Has PBA (or more general aid coordination work) promoted the strengthening and use of country systems? Most DPs are bilateral or have one-to-one modalities and the country system is a relatively new concept in Cambodia, hence, it's too early for such a question. How have the major reform programmes contributed to systems strengthening? Theoretically, yes. However, the practice needs time to show tangible results. All the more as the reform have to go both ways: horizontally (across sectors) and vertically (through the sub-national systems). Which systems can be the most appropriate focus of capacity support and strengthening over the next few years (e.g. results frameworks and monitoring systems, ODA programming and budget integration, capacity development)? All the three examples are most relevant in the gender case! We would add: Linking planning, budgeting and results; techniques for: partnership brokering, facilitation and coordination ; and reporting and accountability.
- B4. Is your TWG willing to work with CRDB/CDC to develop a pilot country systems assessment tool? (If so, in which area, e.g. results frameworks and monitoring, ODA programming and budget integration, capacity development?) TWG/G is willing to cooperate with CRDB/CDC to pilot the development of meaningful and not complicated tools for country system assessment on gender as a cross cutting issue. All three areas –as said above- are crucial. However, with regard to the efforts which are underway currently in MoWA with support from PGEIII, capacity development is the first on the line. This priority should be swiftly followed by the others.
- B5. What other kind of support is required from CRDB/CDC (or other RGC agency, e.g. in core reforms) to promote development effectiveness through PBAs, improved organisation and strengthening country systems? For the start, joint sessions (CDC-PGE/MoWA) on PBA to create **practical** knowledge on PBA among key staff and decision makers, also among DPs: Current approach is perhaps a bit too reliant on the methodological concept, schematic outline and normative principles. This needs to be completed with adequate exercise using practical examples from the real world of gender programmes and activities.

3. Partnership and dialogue mechanisms

Issues for discussion and questions for review

C1. How well has TWG performed over last year in terms of the following:

- a) Structured work around an annual plan with indicators linked to sector/thematic plan?
- b) Strengthening coordination across Government with other relevant ministries/agencies?
- c) Identifying partnering opportunities with South-South partners, private sector & civil society?
- d) Dialogue and agreement on issues that relate to effective development (in terms of achieving sector and national development goals?)

Very good progress has been made on mainstreaming gender in the process of national policy formulation and monitoring (i.e., NSDP and the CMDGs); capacity building for gender mainstreaming, particularly at the sub-national level; developing a gender-responsive National Program for Sub-national Democratic Development; development of GMAPs at the national level; and, disseminating, monitoring and reporting on CEDAW and recommendations of the Cambodian government. Within sectors, very good progress is being made in the land, education and health sectors.

C2. Do RGC and DP members share the same views on TWG performance (if not, on what issues do they differ?)

Development partners are deploying efforts to coordinate themselves. However, not much of this coordination is reflected in the harmonization of their individual sector plans with JMI and TWG-G workplan.

C3. What are the major issues to address in order to consolidate and strengthen partnerships at sector level and in the TWGs?

Linkages between MoWA's technical departments and the relevant GMAGs need to be strengthened. TWG-G will also need to expand opportunities for more active engagement of its members in meetings; set aside part of each meeting to focus on a strategic area with reports from the relevant MoWA department, GMAGs and NGOs on the work they are doing and how they have responded to obstacles and constraints. Continue to work towards establishing and supporting the work of sub-working groups of the TWG-G towards strengthening harmonization of efforts in strategic areas.

C4. Is there any additional support – from CRDB/CDC or other agencies – that could support effective dialogue and coordination? We need more discussion in a larger group among member to identify kind of support for effective dialogue and coordination.