

**TWG Review and Reporting Template**  
**TWG Network Meeting**  
**27-28 February**

**[Draft]**

Name of TWG for Health

**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.

The following notes provide an overview of the template and its use:

1. The template includes three main reporting areas based on the meeting agenda:
  - a) Managing for Development Results, monitoring and mutual accountability
  - b) Use of PBAs to promote development effectiveness and strengthen country systems
  - c) Promoting effective partnership and dialogue mechanisms
2. The template can be used for:
  - a) Preparation between TWG Chairs and development partners before the meeting.
  - b) Assessing progress and recording new commitments during the meeting.
  - c) A basis for discussion amongst the entire TWG membership after the meeting.
3. The TWG Network meeting agenda provides an opportunity for dialogue on each of the three main reporting areas. Group work will allow each TWG to consider its own work in detail while plenary discussion encourages TWGs to share ideas based on their own needs and experience in order to identify agreements and future actions.
4. Individual participants may use the template to organise their own ideas before each TWG consolidates a final template at the end of the meeting. Each component of the template can be completed, reviewed and revised as the meeting progresses and new ideas are shared. This will comprise the final set of results – agreements, commitments, recommendations, actions - for each TWG together with recommendations for national-level policy work.
5. During the final plenary session of the meeting, TWGs will be asked to summarise the highlights of their discussion and to share agreements, recommendations and proposed actions with other members of the TWG Network.
6. CRDB/CDC will use the completed templates to prepare a report on the meeting and to inform future support to TWGs. Each TWG can use their completed templates in future TWG meetings to share findings with all TWG members in order to validate the results and ensure they are followed-up as part of the TWG work programme.

**Note**

*This template is designed to structure discussion and help to identify future areas of work related to the development effectiveness agenda. It can be filled in by hand or electronically. Not all questions need to be addressed if they are not relevant while other issues can be added according to the requirements of the TWG or sector.*

**Please return this completed template to CRDB/CDC at the end of the meeting**

## 1. Managing for Development Results, monitoring and mutual accountability

Results-based approaches are increasingly understood and used in Cambodia, at national level through the NSDP monitoring system, within sector programmes, and at individual project level. The JMIs have also been adapted to become increasingly results-focused at the outcome and output level and provide the main entry point for monitoring a partnership between the Government and its development partners that encourages mutual accountability.

During the TWG Network retreat, the monitoring session provides an opportunity to consider the strengthening of individual monitoring arrangements – national, sectoral, reform-related, project level – and, perhaps more importantly, the linkages between them. In particular, the forthcoming revision of the NSDP, in line with the Royal Government's next mandate, provides an opportunity to strengthen national ownership and to promote the alignment of external assistance. This can be achieved through the use of a national results framework that is based on the NSDP but also linked to sectoral results frameworks as well as informing the use of JMIs and the structure of project monitoring arrangements. This will also be in line with the Busan commitment – endorsed by delegates of all partner countries and development partners – to the use of national results frameworks.

### 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?

Yes

- a. HSP 2
- b. AOP and Costing
- c. HSP2 links to NSDP
- d. JMI - TWG-H, WP - AOP, TWG-H WP support HSP implementation WP
- e. They support HSP and AOP

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

Yes

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

Yes, Four Taskforces, Pre-JAPR and JAPR and mid-term review

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

Align TA and resource, Joint M&E

### 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?

- Strengthen mutual accountability and transparency
- Strategic policy dialogue

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?

Yes, positively

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).

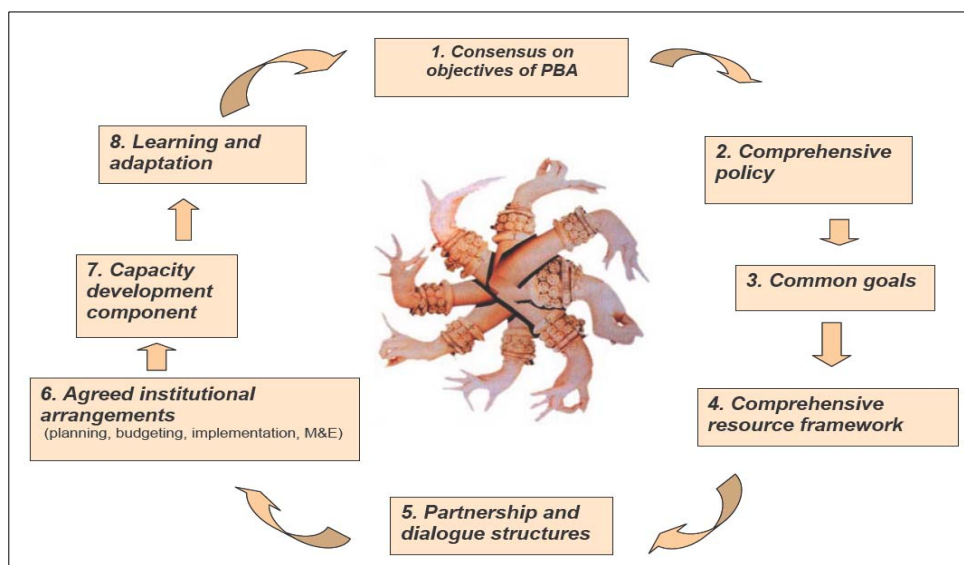
Yes, positively

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

Programme-based approaches (PBAs) are the Government's preferred tool for implementing sector strategies and core reforms. PBAs are regarded as a mechanism to promote national ownership of development programmes, ensure coherent programming of resources, strengthen national capacities and systems, and, most important, to deliver development results. In its simplest form, a PBA is about getting organised around common objectives to produce the best results. The 2011 Development Effectiveness Report and the Busan Partnership statement emphasise the opportunities of a PBA to address concerns still relevant from the Paris/Accra commitments, as well as to consider new opportunities for effective development afforded by broader partnerships (with the private sector, South-South, civil society) and a focus on development effectiveness.

### 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.



### Main feature of catalytic role of AID

- County-led NSDP/HSP2
- Support institutional capacity building in planning, policy and resource management
- Making resource available to support continuation services delivery including motivation and incentive
- Strengthening the use of country system. This will facilitate more rapid development and growth
- It required more dialogue in order to flesh out the concrete way forward for both country and DP
- Supporting one single national M&E framework focusing on results. This will facilitate mutual accountability.
- Enhancing partnership and productive policy dialogue among all stakeholders including government, PS, CSOs and community and DPs.

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)?

Yes,

- Supporting the three-one (one plan, one M&E framework, one coordination)
- Enhancing public private partnership
- Community and civil society participation share responsibility for their own
- Triangular cooperation, particular the south middle income countries

B3. Has PBA (or more general aid coordination work) promoted the strengthening and use of country systems? How have the major reform programmes contributed to systems strengthening? 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)?

Yes,

- Making Pre-JAPR more meaningful and productive by looking at health system performance.
- Lessons from good performance and key challenge how to address performance that is not fully satisfied.
- Joint assessment and MTR

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?)

We are willing to discuss with CDC but we need to know what would be undertake to develop this pilot country system assessment tool. We will discuss with TWG-H secretariat what are our possible options to undertake this pilot tool.

In the health sector, tools to assess health system or country system do exist. It may be necessary to review to what extent the proposed pilot would overlap with existing tools.

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?

At this point in time, TWG-H does not need specific support from CRDB/CDC other than sharing information about PBA, Country System and Development Effectiveness.

### 3. Partnership and dialogue mechanisms

Partnership and dialogue mechanisms were discussed during the April 2011 GDCC meeting. The Government paper for this meeting emphasised that "The Royal Government is committed to working together with development partners to find ways to ensure the continued effectiveness of the GDCC meeting. Indeed, all levels in our coordination mechanism are linked together and we need to strengthen them individually and also collectively."

A number of reviews have been conducted since 2006, training has been provided and a TWG Network was established in 2007 to promote dialogue, learning and relationship-building. Recognising the challenging nature of partnerships, a dedicated initiative – "Making Partnerships Effective in Cambodia" – was implemented in four stages from 2009 to 2011. This exercise found that:

Partnership-based approaches to sustainable development and to the MDGs are not new, but it is increasingly clear that genuine partnering is not a 'quick fix' or an easy option. In fact, partnering requires a significant adaptation of skills, systems and procedures for its contribution as a key delivery mechanism to be achieved. Partnerships are not 'business as usual'. They require some adjustments in practice and may even be perceived as 'challenging' to the status quo since they are based on a collaborative approach – building from the diversity of the different partners – rather than a more traditional 'command and control' scenario.

[http://www.cdc-crdb.gov.kh/cdc/twg\\_network/resource\\_mpe\\_stage4/default.htm](http://www.cdc-crdb.gov.kh/cdc/twg_network/resource_mpe_stage4/default.htm)

Following the April 2011 GDCC meeting, development partners organised their own 1-day meeting to consider how they can organise themselves for more effective partnering and dialogue with Government, civil society organizations and the private sector (summary paper available at the TWG Network meeting).

Effective partnering is central to realising the objectives of "development effectiveness" in Cambodia. Topics addressed earlier in this meeting – results-based monitoring, PBAs, country systems – are also highly dependent on effective partnership arrangements and dialogue.

#### 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?  
TWG-H does use annual workplan with indicators including JMI. The workplan is in line with priorities of HSP 2.
- b) Strengthening coordination across Government with other relevant ministries/agencies?  
TOR of TWG-H includes membership from MoEF, CAR, NAA and CDC, however participation, with the exception of CDC, from these sectors is limited.  
At provincial level, the Pro-TWG-H does include participation from many sectors, with usually good attendance rates.
- c) Identifying partnering opportunities with South-South partners, private sector & civil society?

There is active participation from CSO in TWG-H. Sub- TWG-H on Public Private Partnership (PPP) has been established. Professional associations (pharmacy, dentist, midwife, nurse and doctor) have been nominated. Medical Council has been proposed to be member.

- d) Dialogue and agreement on issues that relate to effective development (in terms of achieving sector and national development goals?)

The mid term review of HSP2 had active participation from government, CSO and development partner. Development effectiveness issue were discussed in consensus meeting, validation workshop and pre-high level meeting.

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

Most of TOR of TWG-H agreed between partners and government but there are different opinions between partners and government on the extent to which policy dialogue takes place.

Currently TWG-H function review is on going. Initiated by the TWG-H-secretariat and funded by IHP+.

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

The on-going TWG-H function review and SWiM review report are expected to identify partnership and coordination issues and how to address coordination and partnership.

CSO and development partner are largely aligned with the HSP2.

- C4. Is there any additional support – from CRDB/CDC or other agencies – that could support effective dialogue and coordination?

At this point in time, TWG-H does not need specific support from CRDB/CDC other than sharing information about PBA, Country System and Development Effectiveness.