

**TWG Network Retreat  
On Development Effectiveness  
Workshop Report  
16-17 June 2014**

## **Background**

A TWG Network retreat was organized by CRDB/CDC at Sokha Hotel in Sihanouk-ville during 16-17 June 2014 to provide a forum for dialogue, shared learning and agreeing on collaborative actions related to the NSDP implementation, the Development Cooperation and Partnerships Strategy through reviewing of: (i) achieved results; (ii) systems and capacities strengthening; and (iii) effective partnerships improvement. The meeting was attended by nearly 100 participants from senior RGC officials, TWG Chairs and secretariats, development partners and civil society TWG members. A Briefing Note was prepared as a background document for the Retreat. Specifically, the objectives of the retreat were to:

- i. Discuss the final NSDP and jointly identify next steps in results-based M&E work
- ii. Present the final Development Cooperation & Partnerships Strategy
- iii. Finalize the new Joint Monitoring Indicators (JMIs)
- iv. Discuss TWG performance, including JMI implementation for 2012-2013
- v. Consider actions to strengthen and use country systems through the SOPs
- vi. Provide a briefing on recent trends in provision of ODA and external cooperation

The main points of discussion of the workshop along with emphasized areas of consensus and followed up actions are elaborated as following:

### **Opening session:**

The meeting was opened by H.E. Chhieng Yanara, Minister attached to the Prime Minister and Secretary General CRDB/CDC. Several points that were pertinent to the meeting were identified:

- The TWG Network provided a forum for dialogue, shared learning and agreeing on collaborative actions related to the implementation of the Rectangular Strategy, NSDP and sector priorities, including JMIs, partnership and result-based issues.
- The DCPS (2014-2018) . developed in line with the national planning frameworks . Rectangular Strategy III and NSDP . would ensure that external assistance was consistent with them at national, sector and project levels. JMIs were one of the DCPS tools that would be updated to promote mutual accountability and results between the RGC and DPs at national and sector levels.
- High priority to development effectiveness agenda would be focused on through systems strengthening and increased aid transparency.

In his opening remarks on behalf of the development partners, Mr. Eric Sidgwick, Country Director of ADB and Lead Development Partner Facilitator, made the following observations:

- Results of the NSDP (2014-2018) . the final NSDP would need to fully reflect comments from all stakeholders and address the costing and results framework.
- There needed to be a strong emphasis on the linkage between the NSDP and JMIs 2014-2018.
- Further improvement of Structure of TWGs would be needed including on the ineffective mandate and malfunctioning of some TWGs.

### **Session 1. The National Strategic Development Plan (2014-2018)**

Informing the approval of NSDP by Council of Minister (COM) on May 30, 2014, H.E. Thoun Thavrak, Secretary of State, Ministry of Planning, presented the overall frameworks and principles

of the NSDP 2014-2018 operationalized from the RS III. The NSDP Results Framework was initiated through the linkages between inputs, outputs, outcomes and impacts, covering national and sub-national issues.

NSDP consisted of 67 indicators in total, 20 of which were goal indicators including sustainable growth, poverty reduction, investment stability, and human development, and the rest of which were outcome indicators including macroeconomic management, sectoral growth and diversification, management of natural resources, infrastructure, governance, and human development details.

The following points were discussed:

- Identifying the NSDP indicators in collaboration with concerned ministries/agencies would be conducted through National Working Groups on M&E.
- RGC has sufficient capacity to absorb the ODA. According to the ODA Trend Analysis, it showed that there was consistency between ODA disbursement and NSDP requirement.
- It was estimated that the date of launching the NSDP (2014-2018) would be in late July, 2014.

## **Session 2. Development Cooperation and Partnerships Strategy (DCPS) 2014-2018**

Representative of CRDB/CDC presented an overview of the Development Cooperation and Partnerships Strategy (DCPS) 2014-2018 by addressing the rational, strategic objectives, principles of the strategy, tools and mechanisms. DCPS was formulated in close link with RS III and NSDP to promote the development effectiveness.

The rational of partnership dialogues proposed in the DCPS was explicitly elaborated. CDCF will progressively evolve into the Cambodia Development Forum (CDF), the highest level, and with an increased representation of national stakeholders (private sector and civil society), to provide a broader opportunity to review and discuss development progress and challenges. CDF, in principle, will meet every two years. Under the CDF, there were four (04) key mechanisms including (1) Government-Private Sector Forum consisting 9 working groups is conducted annually, (2) GDCC, conducted annually, serves as the principal forum for stock-taking of progress and policy-level dialogue between RGC and development partners, including JMI progress, national priority issues, core public sector reforms and cross-sector issues, (3) Government-NGOs Annual Consultation, and (4) the Bilateral Consultation is conducted annually.

The main points of discussion were as following:

- JMIs (2014-2018) would be endorsed by the next GDCC, planned to be held later in 2014.
- Relating to the Government-NGOs Annual Consultation, formal arrangements are in place for consultation, i.e. Guideline on the Annual Consultative Meeting has been approved by the Royal Government with CRDB/CDC serving as secretariat.

## **Session 3. Joint Monitoring Indicators [JMIs] (2014-2018)**

Representative of CRDB/CDC made explanation on JMIs (2014-2018) prepared by the TWGs by reflecting the overall frameworks and structure of JMI preparation, and the synchronization between the NSDP (2014-2018), the DCPS (2014-2018), and the JMIs.

The following points were discussed:

- JMIs which are the monitoring tools under the DCPS to promote mutual accountability in development effectiveness were part of M&E framework of the NSDP operationalised from RS III.
- TVET was widely discussed in the meeting due to its important link with RS III.

## **Session 4. JMI Implementation and TWG Performance**

A presentation on progress of the JMI implementation and TWG performance (2012-2013) was also conducted by the representative of CRDB/CDC to inform general overview of the progress, challenges and key recommendations to improve TWG performance and to reflect JMIs through Development Partnership Trend.

The discussion included the following main points:

- TWG performance is an area to be further focused, significantly the unwell-functioning TWGs, where the Guideline on Roles and Functions of TWGs should be revised with more emphasis on how to promote TWG works. The P&H-TWG mechanism would be used for reviewing and promoting TWG functioning.
- Sub-groups were created with regular informal dialogues to support coherence between technical issues at the ground level and policy decision-making at TWG level.

## **Session 5 & 6. Group Discussion on TWG Performance**

The general observations through main findings of the discussion were identified the following key points:

### ***TWG organization and management***

- Formulation of clear TOR and AOP as keys in promoting TWG performance
- Broader involvement of development actors, significantly NGOs/CSOs, is the area to be further focused.

### ***Focus of TWG Work***

- The need for further promoting the participation of the TWG heads and informal inter-TWG consultation for both technical and cross-sectoral issues
- Regular meetings and sub-groups to be conducted to discuss less formal technical issues and coordination.

### ***Opportunities for improved performance***

- Strengthening the capacity of TWG secretariats including M&E would be useful in promoting sector results, where sometimes it should require additional financial and technical support.
- TWG Guideline would need to be fit in current TWG status
- GDCC meeting would provide better opportunity to coordinate TWGs remaining issues significantly cross-cutting coordination.
- Conduct TWG Retreat to review TWG Performances

## **Session 7. Standard Operating Procedures (SOP)**

Representative of Ministry of Economy and Finance (MEF) conducted a presentation on the Standard Operating Procedures (SOP) focusing on the background, purposes and key principles of the SOP. Since developed in 2005 by MEF, the SOP has been updated in May 22, 2012. SOP focused on SOP, Financial Management Manual (FMM), and Procurement Manual (PM). It was also noted that the SOP was used for loan management and managed by MEF.

Representative of Ministry of Land Management, Urban Planning and Construction (MLMUPC) shared his experiences of using SOPs & recommendations for their wider adoption. He reflected the opportunities since the establishment of the SOPs and added recommendations on developing a project. A project formulation would base on 3Cs (Culture, Capacity, Context), avoiding parallel structure, use of improved system such as SOPs, and preparing a readiness of implementation.

Representative of World Bank provided a reflection on the importance of adopting a country system, the challenges faced, and parallel systems ineffectiveness. Based on his experience, he suggested that the use of SOPs would (1) minimize transaction costs of designing & implementing projects requirements and (2) limit the overall government administration capacity.

The following point was reflected during the discussion: Further dialogues to be explored for discussing challenges of SOP implementation, DP alignment and harmonization of their financing through the use of country systems.

### **Session 8. Trends of Development Cooperation in Cambodia**

Representative of CRDB/CDC conducted a presentation on the Trends in Development Cooperation in Cambodia reflecting the current status of ODA trends and its alignment with national development priorities. The report on the Development Cooperation Trends Analysis was prepared by CRDB/CDC and shared to relevant stakeholders as the evidenced document used to promote development effectiveness through improving evidence-based policy dialogues, strengthening planning and budgeting process and enhancing result-based monitoring and learning.

The following point was emphasized during the discussion: The promotion of the ability of aligning ODA and domestic financing for the NSDP implementation is to be further addressed, where the development cooperation architecture has transferred from grant to concessional financing.

### **Closing remarks**

Five (05) representatives from ministries and DPs gave reflections of the Retreat as follows:

- (1) Ms. Phon Tara, Representative of MoEYS, provided the view of the linkages between the NSDP and Education Strategic Plan via the implementation of Result-Based Programming. She further suggested the continued efforts of all stakeholders to promote the PBAs via the coordination of CDC/CRDB.
- (2) H.E Mr. Thoun Thavrak, Secretary of State of MOP, provided four (04) bottlenecks for the implementation of NSDP 2014-2018 which included (i) raising budget revenue from taxes & non taxes (ii) scaling up the quality of human capital (iii) increasing government capacity (iv) climate changes
- (3) H.E. Dr. Mam Amnot, Secretary of State, Ministry of Agriculture, Forestry, and Fisheries (MAFF), suggested consideration of the necessity of more SOPs dialogue & regular meetings to tackle the challenges faced in implementing frameworks.
- (4) H.E Jean Francois Cautain, Ambassador of the EU, suggested the momentum & implementation of the frameworks discussed in the retreat and raised issues regarding the financing of the NSDP.
- (5) Ms. Setsuko Yamazaki, UNDP Country Director, provided suggestions on the increased awareness and implementation of NSDP, improvements of ODA quality and JMIs implementation, and participation of other concerned stakeholders to enhance the principles agreed in Busan High Level Forum including ownership, results, inclusive development partners and accountability.

H.E. Mr. Eric Sidgwick, lead DPs Facilitator and on behalf of DPs, thanked all participants for providing inputs for this Retreat and CRDB/CDC for well organizing the Retreat. In addition, he suggested four (04) points -- (1) application of the knowledge of Result Framework for own work to link JMIs with NSDP 2014-2018, (2) equal share of output within DCPS, (3) improved structure of TWGs, and (4) financing linked to SOP and PBAs.

In his closing remark, H.E Chhieng Yanara, Minister attached to the Prime Minister and Secretary General of CRDB/CDC, thanked all participants to take part in this whole Retreat. He also gave three key actions to be further taken after the Retreat as follows:

1. TWGs were encouraged to provide additional comments on the Report of TWG Performance Review and submit to CRDB/CDC by July 18, 2014.
2. The preparation of Terms of References (TORs) for a further study on TWG management through TWG-P&H would be conducted by CRDB/CDC
3. TWGs were also suggested to promote dialogues and consultations within their TWGs as per the results of the discussions in the TWG Network Retreat.

The TWG Network Retreat was adjourned at 12:00 pm on 17 June 2014 with fruitful results.

END.