

RGC'S ACTION PLAN ON HARMONIZATION, ALIGNMENT AND RESULTS: 2006-2010

SECTION A: OWNERSHIP:RGC exercises effective leadership over its development policies, strategies, and coordinates development actions					
Results	Actions Needed	Responsible RGC Institutions	Lead Development Partners	Milestones, Indicators & Baselines	Timing / Target
a) National Strategic Development Plan targets are achieved. (Indicator # 1)	<p>1. Within the framework of NSDP, sector ministries and agencies develop sector plans and prioritized results-based programs, and a sector MTEF.</p> <p>2. Based on prioritized programs of sector ministries/agencies, the three year rolling PIP is updated annually to feed into the national budget preparation process.</p>	<p>Chairs of sector TWGs</p> <p>MOP, SNEC, CDC/CRDB, and MEF</p>	<p>Lead Facilitator(s) of sector TWGs</p> <p>Lead Facilitator(s) of PPR TWG</p>	<p>Detailed sector plans, prioritized sector programs, and a MTEF prepared.</p> <p>Three year rolling PIP prepared and made available to MEF for preparation of National Budget 2007.</p> <p style="color: red;">For the purposes of monitoring the Paris Declaration, the World Bank CDF Progress Report for 2006 rated Cambodia as 'C' in terms of having an operational development strategy</p>	<p>Sept 2006</p> <p>Sept 2006 and in subsequent years</p> <p style="color: red;">Throughout the lifetime of the NSDP (2006 – 2010), the quality of the NSDP process is expected to increase under the leadership of MoP</p>
b) CDC/CRDB -- RGC's focal point for resource mobilization and aid coordination -- leads the processes of resource mobilization and aid coordination with all development partners.	1. Implement the Strategic Framework for Development Cooperation Management approved by the COM with development partners support to strengthen the capacity of CDC/CRDB and sector ministries and agencies.	CDC/CRDB	Lead Facilitator(s) P&H TWG	Strategic Framework implemented through a Multi-Donor Support Program with committed funding from interested development partners.	2006-2010
c) Sector ministries & agencies lead the management of ODA supported activities.	1. CDC/CRDB provides technical support to sector ministries and agencies on aid coordination and aid management issues based on needs identified and support requested by the Chair of the TWGs.	CDC/CRDB	Lead Facilitator(s) P&H TWG	CDC/CRDB with resources of the Multi-Donor Support Program delivers the support requested by Chairs of the TWGs.	On-going.

SECTION B: ALIGNMENT: Development partners base their overall support on Cambodia's development strategies, institutions, and procedures

Results	Actions Needed	Responsible RGC Institutions	Development Partners	Milestones, Indicators & Baselines	Timing / Target
1. Development partners' support is aligned with national development strategies, i.e. NSDP..					
a) Development partners base their support on NSDP priorities and PIP. (Indicator #3)	1. Development partners review their country assistance strategies and policies to align their assistance with NSDP priorities and sector development plans.	CRDB/CDC and Chair of TWGs	All development partners	Review of development partners' country assistance strategies completed.	June 2006
	2. Development partners align their development programs and projects to finance and implement agreed sector plans and prioritized sector programs included in the three year rolling PIP.	MOP, MEF, CDC/CRDB and Chairs of TWGs	Lead donor Facilitator(s) of TWGs	All new ODA supported programs/projects fully aligned with PIP.	Dec 2006
2. Development partners make increasing use of strengthened Cambodian institutions, systems and procedures as they attain mutually agreed standards.					
a) National public financial management and procurement systems that adhere to broadly accepted good practices. (Indicator # 2)	1. MEF continues to implement the PFM reform program with targeted capacity development support from development partners to strengthen its PFM and procurement systems based on international best practices.	MEF	Lead Facilitator(s) of PFM TWG.	Quarterly progress reports provided to GDCC. For the purposes of monitoring the Paris Declaration, the World Bank CPIA rated the PFM system as 2.5 in 2005, improving to 3.0 in 2006.	On-going A CPIA target of 3.5 or higher has been set for 2010
b) Increasing proportion of development assistance delivered through national institutions, systems and procedures. (Indicator #5)	1. Development partners and MEF establish mutually agreed framework to carry out reliable assessments of the PFM and procurement systems and make use of this assessment to increasingly rely on these Government systems as mutually agreed standards are attained.	Chair of PFM TWG	Lead Facilitator(s) of PFM TWG.	1. Development partners and MEF agree on a methodology for carrying out a reliable assessment of PFM and procurement systems. 2. First assessment carried out. 3. Development partners provide periodic reports to GDCC on the use of PFM and procurement systems. The 2006 Paris Declaration survey estimated that 79% of aid is recorded on budget. 10% of aid uses the PFM system and 6% uses the procurement system.	June 2006 Dec 2006 June 2007 onwards A target of 90% aid on budget has been set for 2010, with PFM and procurement targets to be considered

Results	Actions Needed	Responsible RGC Institutions	Development Partners	Milestones, Indicators & Baselines	Timing / Target
c) Development partners release aid disbursements according to agreed schedules in annual or multi-year framework. (Indicator #7)	1. Each development partner provides to CDC/CRDB reliable indicative commitments of aid over a multi-year framework and disburses aid in a timely and predictable fashion according to agreed schedule.	CDC/CRDB MEF	All development partners	Data on indicative commitments provided. The 2006 Paris Declaration survey estimated that 69% of committed funds were recorded as disbursed by RGC.	on-going A 2010 target of 85% has been set.
d) The number of parallel PIU/PMUs for day-to-day management and implementation of external funded projects and programs steadily reduced. (Indicator #6)	1. CDC/CRDB with support from development partners carries out a survey on number of existing PIU/PMUs, and develop a strategy to integrate parallel PIU/PMUs in the government' structure. 2. Implement the agreed strategy. 3. CDC/CRDB and development partners secure an agreement that no new parallel PIU/PMUs will be established under new programs and projects.	CDC/CRDB MEF Chair of TWGs CDC/CRDB	Lead Facilitator(s) of P&H TWG Lead Facilitator(s) of TWGs Lead Facilitator(s) of TWGs	1. Survey completed and strategy developed and agreed with development partners. 1. Strategy implemented. 1. Agreement secured. The 2006 Paris Declaration survey counted 49 parallel PIUs	September 2006 October 2006 onwards Dec 2006 A 2010 target of 16 has been set.

3. RGC's capacity to plan, manage, implement, and account for results of policies and programs strengthened with development partners' support.

a) Capacity development issues are addressed in the formulation of Sector Plans and ODA supported programs/projects with development partners' financial support to achieve targeted development results. (Indicator#4).	1. All sector plans and development programs/projects include an assessment of the existing capacity gaps and a capacity development plan to fill the gaps to achieve targeted development results. 2. Each sector TWG prepares and implements a capacity development program for their sector ministry/agency to fill identified capacity gaps. 3. Development partners provide financial support for the application of MBPI/PMG schemes as an element of the capacity development strategy.	Chair of TWGs Chair of TWGs CAR, MEF, CDC/CRDB Concerned sector ministry/agency	Lead Facilitator(s) of TWGs Lead Facilitator(s) of TWG Lead Facilitator(s) of TWGs	Assessment of capacity gaps and a plan for capacity development included in all sector plans and program/project documents. Actions to strengthen capacity of sector ministries/agencies included in TWGs Action Plans. 1. Formalities to implement MBPI/PMG schemes in Education, Health, CDC, Land and MOP completed. 2. Implementation of MBPI/PMG scheme expanded to other key sectors. The 2006 Paris Declaration survey estimated that 36% of technical cooperation is coordinated in a PBA	On-going Starting with TWG Action Plans for 2006. Dec 2006 On-going A target of 50% has been set for 2010
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Results	Actions Needed	Responsible RGC Institutions	Development Partners	Milestones, Indicators & Baselines	Timing / Target
4. Development partners untie aid.					
a) Increasing proportion of aid is untied. (Indicator #8)	1. CDC/CRDB with support from development partners carries out a survey to collect information on the proportion of aid delivered through "untied-aid" modality and based on survey findings, formulate and implement a strategy, jointly with development partners, to increase the proportion of untied ODA.	CDC/CRDB	Lead Facilitator(s) of P&H TWG	<ul style="list-style-type: none"> Survey completed and a strategy outlined. Strategy implemented. <p>The 2006 Paris Declaration survey estimated that 86% of aid is untied</p>	<p>Dec 2006.</p> <p>Dec 2007</p> <p>Untied will continue to monitored</p>

SECTION C: HARMONIZATION: Development partners' actions are more harmonized, transparent and collectively effective.

1. Development partners implement common arrangements and simplify procedures.

a) Increasing proportion of ODA is delivered through Sector/thematic Programs, and other Program Based Approaches (PBAs). (Indicator #9)	1. CDC/CRDB and development partners jointly set targets on the portion of ODA that is to be delivered through Sector/thematic Programs, and other Program Based Approaches (PBAs) to be reached by 2010 in the framework of NSDP, and develop and implement a strategy to reach the agreed targets.	Chair of P&H TWG	Lead Facilitator(s) of P&H TWG	<ol style="list-style-type: none"> Agreement on targets reached and a strategy developed. Strategy implemented. 	<p>Dec 2006</p> <p>On-going starting in 2007</p>
	2. Each TWG prepares a plan to increase delegated cooperation within their sector/thematic area.	Chair of TWG	Lead Facilitator(s) of TWGs	<p>Periodic reports on cases of delegated cooperation provided by TWGs to GDCC.</p> <p>The 2006 Paris Declaration survey estimated that 24% of aid is delivered through PBAs. The 2007 AER counted 226 delegated partnerships in 123 projects.</p>	<p>On-going</p> <p>A target of 66% has been set for 2010. Delegated partnerships will continue to be monitored.</p>

Results	Actions Needed	Responsible RGC Institutions	Development Partners	Milestones, Indicators & Baselines	Timing / Target
b) Steadily decreasing number of separate, duplicative donor missions and diagnostic reviews and studies. (indicator # 10).	1. Each TWG prepares a calendar of field missions, diagnostic reviews and studies planned by donors participating in the sector/thematic area of the TWG.	Chair of TWGs	Lead Facilitator(s) of TWGs	Periodic reports provided by TWGs to GDCC. The 2006 Paris Declaration survey estimated that 26% of missions and 58% of analytical work are coordinated.	On-going Targets of 50% and 70% have been set for 2010.
c) Development partners successfully implement their Action plans to meet the commitments of the Paris Declaration.	1. Development partners provide an annual report to CDC/CRDB on progress made to implement their country action plans that have been prepared as part of the follow up to the Paris Declaration.	CDC/CRDB	Each development partner.	CDC/CRDB makes available to OECD/DAC Joint Venture on Monitoring of Paris Declaration periodic progress reports based on information provided by development partners.	On-going

2. Promoting a harmonized approach to environmental assessments and other cross-cutting issues such as gender equality and other thematic issues.

a) Strengthened application of EIAs and "strategic environmental assessment" approaches at the sector and national levels.	1. Concerned ministries and donors develop, in consultation with stakeholders, a common procedure to strengthen EIAs at sector and national level. 2. Concerned TWGs develop and implement an action plan to strengthen the technical and policy capacity of relevant institutions to carry out environmental analysis and to enforce legislation.	MOE & MAFF (lead) and other ministries Chair of concerned TWGs	Lead Facilitator(s) of concerned TWGs. Lead Facilitator(s) of concerned TWGs.	Procedures to strengthen EIAs drafted. Periodic progress reports provided to GDCC.	To be established by concerned TWGs. On-going
b) RGC's sector ministries and development partners adopt harmonized approaches to tackle cross-cutting issues, such as gender equality.	1. Concerned ministries and donors develop common guidelines to tackle cross-cutting issues e.g. gender, HIV/AIDS.	Sector ministries	Lead Facilitator(s) of TWGs.	Common procedures to tackle cross-cutting issues developed and endorsed by RGC and donors.	Dec 2006

SECTION D: MANAGING FOR RESULTS: Managing resources and improving decision-making for results.

Results	Actions Needed	Responsible RGC Institutions	Development Partners	Milestones, Indicators & Baselines	Timing / Target
a) RGC and development partners use jointly agreed results-oriented reporting and assessment frameworks that have a manageable number of indicators to monitor progress against key dimensions of national and sector development strategies. (Indicator #11)	<p>1. MOP develops and implements a framework to monitor the implementation of the NSDP and prepare an annual progress review of NSDP implementation.</p> <p>2. Development partners ensure that the Standard Operating Procedures (SOP) for loan assistance and National Operational Guidelines (NOG) for grant assistance are followed in monitoring and reporting on their programs/projects to reduce burden on RGC implementing institutions.</p>	<p>MOP</p> <p>Chair of TWGs</p>	<p>Lead Facilitator(s) TWG-PPR</p> <p>All development partners</p>	<p>First Annual progress report for the year 2006 prepared by PPR-TWG and submitted to RGC.</p> <p>Chair of TWGs provide periodic reports to GDCC on development partners compliance with SOPs and NOGs.</p> <p>The 2006 Paris Declaration, using the World Bank CDF Report, assessed Cambodia as a C</p>	<p>March 2007 and annually thereafter.</p> <p>On-going</p> <p>A target of A or B has been set for 2010.</p>

SECTION E: MUTUAL ACCOUNTABILITY: RGC and development partners are accountable for development results.

a) RGC and development partners are mutually accountable for development results.	<p>1. CDC/CRDB and development partners jointly assess and report on a regular basis progress in implementing RGC's Action Plan on Harmonization, Alignment and Results.</p> <p>2. CDC/CRDB and development partners jointly carry out a review of the effectiveness of the TWG mechanism.</p>	<p>CRDB/CDC Line ministries/agencies</p> <p>CDC/CRDB</p>	<p>All development partners</p> <p>Lead Facilitator(s) P&H TWG</p>	<p>An annual report prepared and presented to GDCC.</p> <p>Survey completed and recommendations submitted to GDCC.</p> <p>The 2006 Paris Declaration survey confirmed that Cambodia has an adequate mutual accountability mechanism in place</p>	<p>On-going</p> <p>June 2006</p> <p>TWG, GDCC and CDCF mechanisms should be further strengthened.</p>
b) Development partners provide timely, transparent and comprehensive information on aid flows to the RGC. (Indicator #12)	<p>1. Development partners provide transparent and comprehensive information to CDC/CRDB on ODA flows (including contributions to NGOs) in a timely fashion, to enable integration into budget cycle.</p>	<p>CRDB/CDC</p>	<p>All development partners</p>	<p>Information on ODA flows provided within the timeframe requested by CDC/CRDB.</p>	<p>On-going</p>