

# STRENGTHENING COORDINATION AND NATIONAL OWNERSHIP

A CASE OF CAMBODIA

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## MINE ACTION IN THE CONTEXT OF DEVELOPMENT PRIORITY

- ▣ Cambodia is one of the most mine-affected countries in the world.
- ▣ Decades of war and conflict have left behind one of the most complicate mine problems.
- ▣ Human casualties were dramatic (peaked 4,320 in 1996). It's overwhelming.
- ▣ Humanitarian and development imperatives called for the urgency to address the problem.
- ▣ Mine clearance began since early 80s, but a formal and full-fledge effort only began in 1992 when peace process began.

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## MINE ACTION IN THE CONTEXT OF DEVELOPMENT PRIORITY

- ▣ Reconstruction and rehabilitation phase: mine action is the integral part of all other efforts.
- ▣ Government welcomed all forms of assistance with all sorts of modalities to curb the casualties and give way for human settlement, livelihood activities, and development of infrastructures.
- ▣ Government set mine action its 9MDG and in all its national development policies & strategies.
- ▣ Remarkable results with extensive support from donor countries (casualties drop to below 300 per annum). Improved socio-economic development and economic growth.

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## CHALLENGES IN COORDINATION OF DEVELOPMENT ASSISTANCE

- ▣ After more than a decade of effort, a more comprehensive approach to MA is needed.
- ▣ Development paradigm has shifted. Development assistance has called for more coordination, harmonization, alignment and better results. Paris Declaration & aid effectiveness agenda took effect.
- ▣ However, DP-funded programs and projects are still not fully coordinated and sometime overlapped and ineffective.
- ▣ Different donors pursued own-tailored projects.
- ▣ Inadequate aid coordination and lack of national ownership being recognized as part of the problem.
- ▣ Declining resources for mine action means we need to be more optimal, efficient and effective.

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## CHALLENGES IN COORDINATION OF DEVELOPMENT ASSISTANCE

- ▣ The Government authority lacked the leverage in various projects & interventions by different actors supported by DPs. We lacked the bargaining power.
- ▣ This in turn limits the role and effectiveness of the Government in leading and owning the sector.
- ▣ Although the sector enjoyed good cooperation and assistance, it was clear it could benefit greater from a more disciplined and better partnership environment in the sector.

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## ENHANCING COORDINATION AND DEVELOPMENT RESULTS

- ❑ CMAA established in 2000 with the authority to lead, regulate and coordinate the sector. State ownership & leadership being ascertained.
- ❑ At the strategy level, we introduced NMAS (a single strategic framework for coordination of policy and assistance). A common guide for all.
- ❑ A successful aid coordination forum (CDCF, GDCC, TWG) helps guide the outcomes and bring all stakeholders to the same table to dialogue and agree on action. Yet more disciplines and principles on how we partner are needed in practice.

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## INSTITUTIONAL MECHANISM AND COORDINATION PROCESS

- ❑ TWG is a forum for policy dialogue between the Government and DPs. Chaired by CMAA, it is facilitated by a Lead DP (i.e. UNDP).
- ❑ It works to promote information exchange in policy as well as dialogue on operational aspects including consultation on programs/projects.
- ❑ It was designed to enable the Government to deal with one coordinated voice rather than individually and separately.
- ❑ Despite Paris Declaration, we still need a sector specific commitment & disciplines

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## INSTITUTIONAL MECHANISM AND COORDINATION PROCESS

- ▣ Facilitated by UNDP, CMAA introduced Partnership Principles for the implementation of NMAS aimed at enhancing our results and the way we partner together.
- ▣ The principles stipulate good practices that promote national ownership and leadership.
- ▣ They affirm respect of the Government's ownership & leadership in the formulation and implementation of MA policy & strategy
- ▣ They support national capacity building.

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## INSTITUTIONAL MECHANISM AND COORDINATION PROCESS

- ▣ They require DPs to align and consult with the Government during their formulation of programs and projects.
- ▣ Stakeholders were inspired to join force in strengthening and enhancing aid effectiveness.
- ▣ Thanks to the Governments of Australia, Canada, Germany, Ireland, Norway, the UK, and the UN System for the signing.
- ▣ The process to agree on all the principles took months and lot of debates. But we finally agreed to abide by them and honor them.

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BE GUIDED BY

ALTHOUGH NOT ALL STAKEHOLDERS COULD JOIN, ALL BELIEVE IN ITS MERITS AND WOULD ADHERE TO THESE PARTNERSHIP PRINCIPLES FOR BETTER RESULTS.



## ENHANCING NATIONAL OWNERSHIP (DIM to NIM)

- ▣ As a result of better partnership, increased confidence in the national ownership and leadership of the sector, implementation modality of the multi donors-funded project (Clearing for Results, Phase 2) was changed from previously Direct Implementation Modality (DIM) by UNDP to National Implementation Modality (NIM)
- ▣ Institutional capacity building took place and financial and project management capacity enhanced before the arrangement took effect.
- ▣ A good success so far. Get other DPs' interest.