

**KINGDOM OF CAMBODIA**  
NATION RELIGION KING

Technical Working Group on Forestry and Environment

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**RGC'S STRATEGIC FRAMEWORK FOR DEVELOPMENT  
COOPERATION MANAGEMENT FOR THE FOREST SECTOR**

**November 2009**

# Strategic Framework for Development Cooperation Management for the Forest Sector

The Royal Government of Cambodia (RGC) has released:

1. The Strategic Framework for Development Cooperation Management in June 2006;
2. The National Operational Guidelines for Development Cooperation Grant Assistance (NOG) March 2006; and jointly committed by
3. The Declaration by the Royal Government of Cambodia (RGC) and Development Partners (DPs) on Enhancing Aid Effectiveness, October 2006.

The objective of the RGC's Framework Cooperation Management Strategy is to improve aid effectiveness to maximize its benefits for the people of Cambodia through strengthened national systems and procedures, aid coordination and resource mobilization mechanisms that are based on principles of Cambodian leadership, ownership and mutual accountability to achieve RGC's Rectangular Strategy's goals, and priorities of the National Strategic Development Plan (NSDP) to reduce poverty and to achieve the Cambodian's Millennium Development Goals (CMDG).

The objective of National Operational Guidelines for development Cooperation is to set out policies and operational procedures for planning and management of the implementation of development cooperation activities.

The Declaration by the Royal Government of Cambodia and Development Partners on Enhancing Aid Effectiveness is to prove strong commitments indicating the roles and duties of the RGC and DPs follow the five pillars of the Paris Declaration on Ownership, Alignment, Harmonization, Managing for results and Mutual Accountability.

However the main objective of the above efforts is to improve aid effectiveness to maximize its benefits for the people of Cambodia through strengthened national systems and procedures, aid coordination and mechanisms for resource mobilization in order to achieve the goals of NSDP, CMDG and the Rectangle Strategy.

In order to contribute into achievement of the objective the National Forest Program (NFP) attempts to develop some key points by narrating and translating the ten basic principles instructed in the Development Cooperation Management Strategy (DCMS) into the forestry sector. The Forestry Administration (FA), its DPs, NGOs and stakeholders therefore can use this paper as guidance for process of planning in contribution into the development of forestry sector.

The narrated basic principles below are proposed requirement for development of the forestry sector which are managed by the FA, coordinated and represented by the Technical Working Group on Forestry and Environment (TWG-F&E), from all DPs, NGO and stakeholders.

## **I. All development cooperation programs and projects of multilateral, bilateral and NGOs shall be aligned with development priorities of the Royal Government of Cambodia (RGC).**

- All development cooperation programs and projects of multilateral, bilateral and NGOs shall be aligned with priority areas addressed in the National Forest Program (NFP) 2010-2029;
- All programs and projects shall be a demand driven reflecting the priorities established by FA and its sub-national agencies to respond to the needs of the local communities whose livelihoods depend on forest resources.
- DPs should to review their country assistance strategies and policies to align their assistance with the NFP; and
- Align their forestry programs and projects to finance and implement agreed prioritized forestry plans/programs included in the three (3) year rolling PIP.

**II. All development partners, multilateral, bilateral and NGO shall fully respect Royal Government's ownership of development cooperation programs and projects.**

- FA are responsible for management of forest resources in the country. The Development Partners, multilateral, bilateral and NGOs shall fully recognize the ownership and leadership of the Chairman of TWG-F&E in the process of planning consultation, setting strategies and program/project development, with provision of coordinated support to strengthen FA organization and human capacity.
- Increase use of FA organization, cooperation with FA staff in implementation of program/project as much as possible, in order to strengthen capacity of the staff and information collection.

**III. To the greatest extent possible all development partners shall shift the programming modality of their cooperation activities away from stand alone project approach to sector/thematic and/or program-based approaches in programming their activities that shall eventually be funded through budget support.**

- DPs shall realize the needs to shift their support of forestry programs modality from stand alone project approach to Program Based Approaches (PBA) for the forestry sector;
- The funding and implementing the PBA for the forestry sector shall be coordinated and approved by TWG-F&E;
- DPs shall harmonize their forestry projects/programs through a multi-donor supported program;
- DP's members of the TWG-F&E discuss and take steps towards preparing joint country assistance strategies based on NFP, to be delivered through a more programmatic approach such as PBA.

**IV. In sector/thematic areas where policies and strategies for implementing national development priorities are not fully developed or lack rigor, appropriate partnership arrangements (e.g TWGs) shall be used to assist concerned Royal Government institutions in elaborating policies, strategies and programs.**

The TWG-F&E is an appropriate mechanism shall play a vital function to assist FA, and relevant stakeholders to discuss and elaborate forest policies, strategies and programs that enable them to carry out the national development priorities where those policies, strategies and programs are not in place or not fully developed.

**V. All development cooperation programs and projects shall include, where needed, a provision on capacity development of the program or project implementing institution(s) of the Royal Government.**

- All forestry development cooperation programs and projects shall integrate the provision on capacity development to the FA and their sub-national level (FA: Inspectorate, Cantonment, Division, Triage) where needed;
- The provision of capacity development to the FA and its sub-national level shall reflect the findings of ongoing/periodic capacity assessments.
- All development partners to provide regular feed back on capacity development activities to FA.
- Use as much as possible the institutional organizations of FA in the implementation of the projects/programs in order to build capacity to the government staff.

**VI. To the greatest extent possible, development cooperation activities shall make appropriate use of Cambodian institutional mechanisms, delivery systems, and human resources.**

- All forestry development cooperation activities shall make appropriate use of FA institutional mechanisms, delivery systems and human resource;
- The creation of unsustainable parallel institutions should be avoided in all situations.

**VII. To the greatest extent possible development cooperation activities shall be predictable and aligned with national budget cycles, financial systems and national monitoring systems.**

- Development cooperation activities shall be predictable and aligned with FA budget cycles, and MTEF financial systems and with the national monitoring systems for the forestry sector.
- TWG-F&E development partners shall make commitments to increase their share of aid commitments provided through multi-year funding arrangements with aid disbursed in a timely and predictable fashion according to an agreed schedule.
- Align their development programs and projects to finance and implement agreed forestry plans /programs included in the three (3) year rolling PIP which shall be made available to the TWG-F&E.
- TWG-F&E members shall review and approve forestry MTEF which are produced by the FA.

**VIII. The development partners of Cambodia shall ensure that their practices do not create excessive burden on Government administrative and management systems, and shall give a high priority to harmonizing and simplifying their practices and procedures.**

- All forestry Development Partners shall ensure their practices do not create excessive burden on FA administrative and management systems, and shall give a high priority to harmonizing and simplifying their practices and procedures.

**IX. Concurrently, the Royal Government shall continue to give a high priority to implement its reform programs to improve its institutional systems, mechanisms, and procedures to facilitate greater efficiency and effectiveness of development cooperation activities.**

- The FA shall continue to give a high priority to implement its reform programs to improve FA institutional system (an appropriate institutional change), mechanisms between central and its sub-national level and other procedures to facilitate greater efficient and effectiveness of development cooperation activities.
- To implement reform programs to improve FA institutional system and to improve or strengthen the mechanisms between central and its sub-national level for effective cooperation.
- Development partners will consider such institutional reform such as a development priorities taking precedence over other development supports.

**X. The Royal Government shall exercise its leadership responsibility in all institutional mechanisms used for resource mobilization and aid coordination to ensure transparent accountability by all partners: Royal Government, bilateral and multilateral development partners, and NGOs.**

- The FA shall reinforce its leadership responsibility for resource mobilization and aid coordination to ensure transparent accountability by all partners: Royal Government, bilateral and multilateral development partners, and NGOs.
- DPs working in the forestry sector provide full information on the forestry support to NGOs to FA in timely fashion.

**REFERENCES**

1. National Operational Guidelines for Development Cooperation Grant Assistance. March 2006. Cambodian Rehabilitation and Development Board, Council for the Development of Cambodia.
2. Strategic Framework for Development Cooperation Management, January 2006.
3. Declaration by the Royal Government of Cambodia and Development Partners on Enhancing Aid Effectiveness, October 2006.
4. National Forest Program, December 2009, Final Draft