



**Global
Partnership**
for Effective Development
Co-operation

Country Case

Cambodia

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A. Introduction and Purpose of the Brief

This paper reviews development effectiveness efforts in Cambodia. It reflects on progress, challenges and the proposed policy responses of the Royal Government of Cambodia and its development partners.

The purpose of this paper is to provide a succinct overview, primarily for a global audience. Its objective is to document progress and challenges in Cambodia, sharing the country's own learning and experience in order to contribute to the international dialogue led by the Global Partnership.

B. Country Context

Rapid progress in Cambodia's socio-economic development has been achieved over the past decade. Economic growth rates have averaged more than 7% per annum over this period, resulting in the poverty headcount ratio being more than halved to less than 20% in 2013. Cambodia is also on track to meet most of its Millennium Development Goal targets. These achievements are the result of effective leadership on the part of the Royal Government and the committed support of its domestic and international development partners.

To consolidate and maintain this impressive development progress, the Royal Government has produced the [Rectangular Strategy – Phase III](#) to set out priority actions for the period 2014-2018. A [National Strategic Development Plan](#) (NSDP) directs resource allocations for achieving national development goals over the same period. In its relations with external development partners, Cambodia's objectives can be summarised as the need to promote development effectiveness, which has been defined in the Cambodia context as follows:

- (i) **achieving development results** through effective ownership, increased domestic and external resource mobilisation and alignment of resources to national priorities;
- (ii) **strengthening national capacities and systems** by implementing the Government's reform agenda and promoting effective and sustainable institutions; and
- (iii) **promoting effective and inclusive** multi-stakeholder development partnerships that can respond both individually and collectively to national development challenges.

In recognition of the important role to be played by its development partners in national development, the Royal Government has also formulated its [Development Cooperation and Partnerships Strategy](#), which is grounded in the principles of development effectiveness: results, capacities and partnerships. Based on a rigorous consultative process, this Strategy identifies the tools and mechanisms that are required to facilitate effective and results-based partnerships amongst a wide range of development actors, including providers of ODA and other forms of development finance, South-South actors, the private sector and NGOs.

For providers of development cooperation, the Development Cooperation and Partnerships Strategy places a greater emphasis on establishing results-based approaches and working collaboratively towards the achievement of agreed development results that are in line with national and sector plans.

C. Development cooperation and partnership framework

The starting point for strengthening capacities for promoting effective development cooperation in Cambodia includes a focus on improved data collection and information management. There has been significant emphasis placed on designing, implementing and maintaining a database of all external cooperation, including NGO support, that can inform

planning, budgeting and monitoring in the context of on-going public financial management reform. The [Cambodia ODA Database](#) is accessible on-line and represents the commitment of the Royal Government to greater resource transparency as well as improved coordination of external financing.

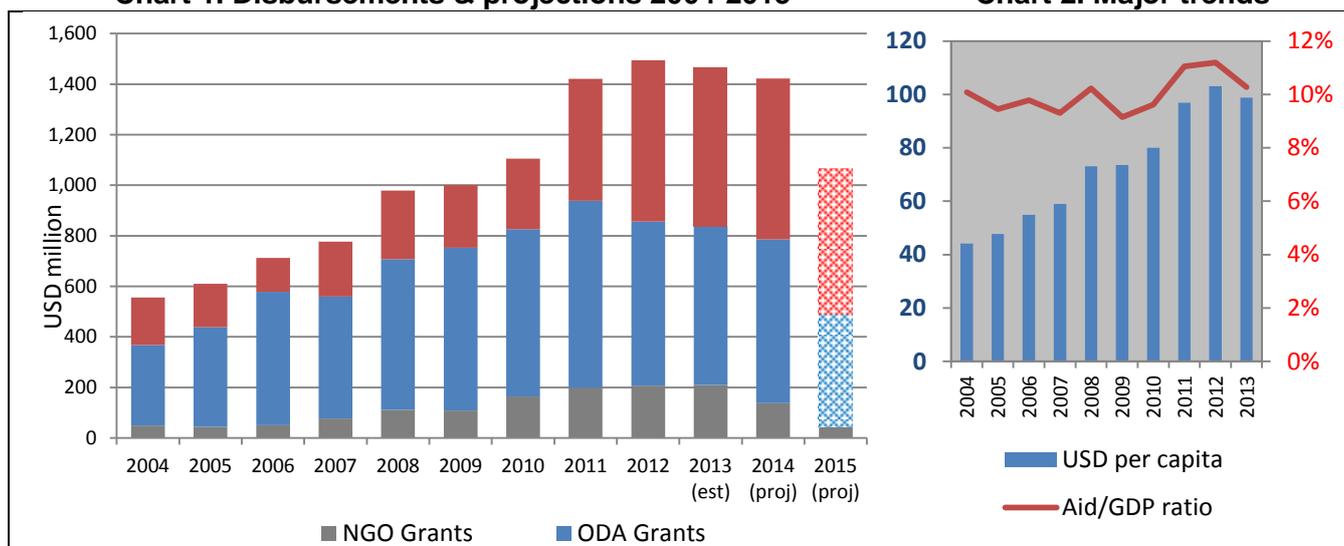
Trends in development cooperation financing

Disbursements of external assistance amounted to USD 1.46 billion in 2013 (Chart 1). Over the period 2004-2013 there have been year-on-year compound increases in support of 11.4%. While ODA grants have remained relatively unchanged in the last 3 years, there has been an increase in concessional loan financing as well as an increase in grant support from NGOs. In 2013, concessional loans were greater than ODA grants for the first time, a trend which is expected to continue in 2014 and beyond as graduation to Lower Middle-Income Country status approaches and the major sources of development finance transition from grants to concessional loans.

Long-term trends (Chart 2) show that the total aid/GDP ratio fluctuates around the 10% level for the entire 2004-2013 period as external cooperation funding and GDP have grown at similar rates over the period. By 2013, external support had increased to represent approximately USD 100 per capita annually.

Chart 1. Disbursements & projections 2004-2015

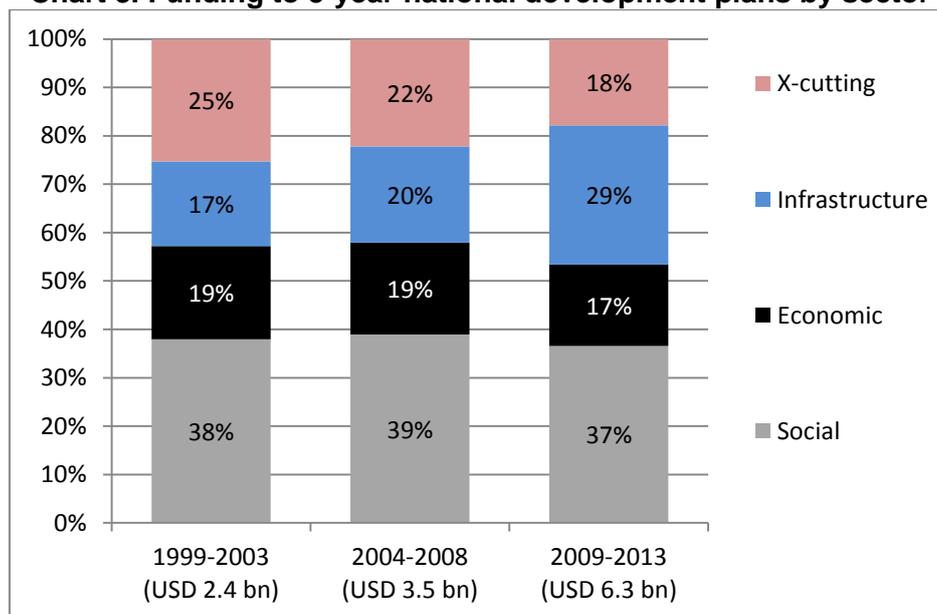
Chart 2. Major trends



(Note that all data reported in this paper was extracted from the ODA and NGO Databases on 7 March 2014)

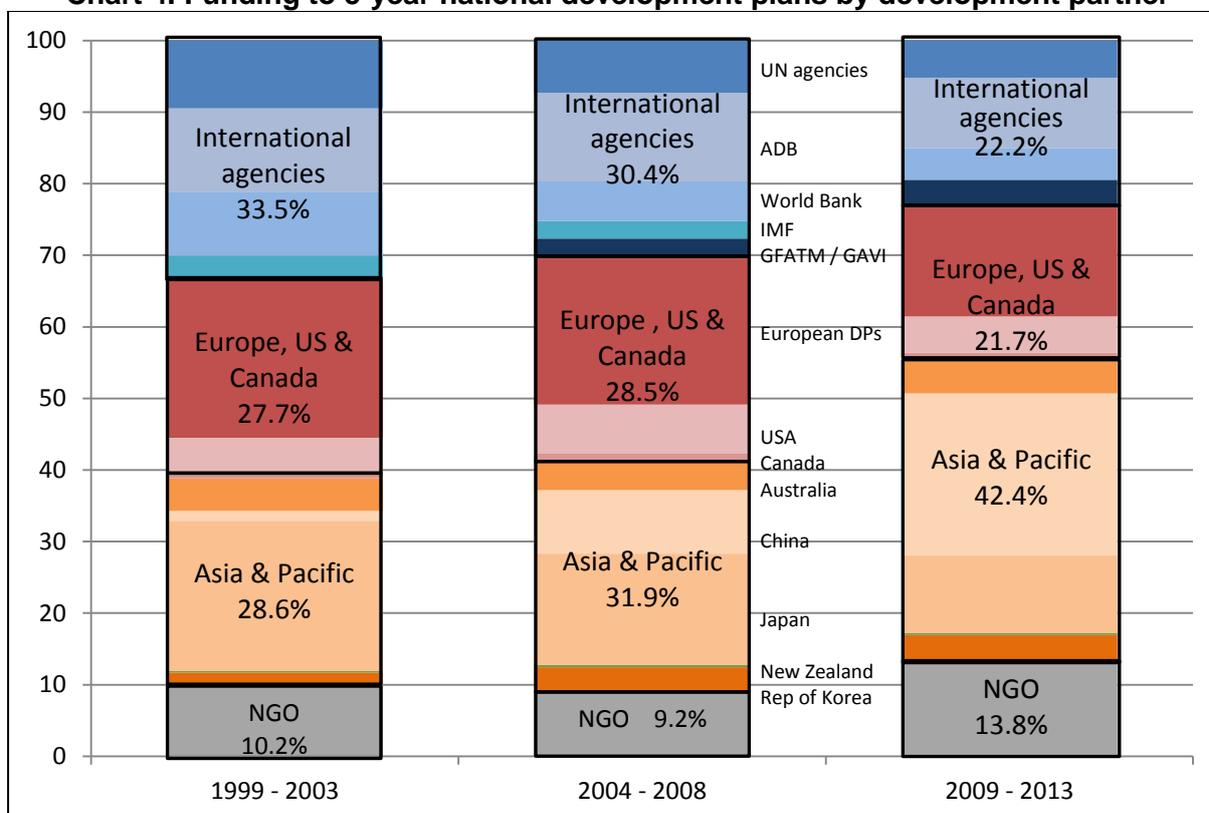
Chart 3 compares total development cooperation resource availability and allocations over the last three 5-year planning periods. The pattern of long-term funding across sectors shows that the share of support to the social and economic sectors has been relatively stable over nearly 15 years. Infrastructure support has increased significantly from 17% to 29% of total development cooperation, which translates into a more than fourfold rise from USD 415 million in the 1999-2003 period to USD 1.8 billion in the most recent NSDP. Conversely the share of funding to cross-cutting services (including governance and the major reform programmes) has declined from 25% to 18% of total external funding.

Chart 3. Funding to 5-year national development plans by sector



Development partner funding trends over the same three periods provides further insight. When disaggregated into their geographical area, as in Chart 4, it can be seen that the relative shift of support away from international, European and North American support and towards a growing partnership with countries from the Asia-Pacific – China has been Cambodia’s largest funding partner since 2010 - may partially explain the shift towards loan-financed investment project modalities, especially in the infrastructure sectors.

Chart 4. Funding to 5-year national development plans by development partner



Looking to the future, there are a number of external financing scenarios that can be considered as Cambodia moves towards the threshold of becoming a Lower Middle-Income Country (though is likely to retain LDC status for at least another decade). These include a higher mix of loans as well as a change in the profile of provider of development finance as new development challenges and sources of funding focus on new and more complex development challenges, including climate change and regional integration.

Partnership and Dialogue Arrangements

Dialogue arrangements play a central role in managing the development partnership and promoting its effectiveness. Recognising the importance of continuity and incremental strengthening, a three-tier model of multi-stakeholder arrangements has been in use since 2004 and is complemented by use of bilateral reviews with development partners. Regular reviews have been conducted to ensure that established mechanisms continue to be relevant and effective.

The most significant contribution of the partnership and dialogue arrangements has been to: (i) enable a multi-stakeholder approach, including through the increased use of programme based approaches (PBAs); (ii) align resources with sector strategies, focus on strengthening capacities in the context of public sector reforms; and (iii) place an emphasis on results through the adoption of results frameworks and joint monitoring indicators. The principal components of the Cambodia dialogue mechanism are as follows:

(i) Cambodia Development Cooperation Forum (CDCF)

The CDCF, meeting every 2 years under the leadership of the Prime Minister, brings together Government, development partners, NGOs and private sector representatives to discuss development progress and challenges.

(ii) Government-Development Partner Coordination Committee (GDCC)

The GDCC, chaired by the Deputy Prime Minister, serves as the principal forum for stock-taking of progress and policy-level dialogue between RGC and development partners. GDCC meet once annually as a half-day meeting that addresses progress on shared key performance indicators – the Joint Monitoring Indicators (JMIs) - and national priority issues including the core public sector reforms and cross-sector issues.

(iii) Technical Working Groups (TWGs)

The nineteen sector/thematic TWGs are the cornerstone of the partnership architecture; their role is to facilitate technical dialogue at sector, thematic and reform level in order to support effective implementation, monitoring and learning. A 'Guideline on the Role and Functioning of the TWGs' provides a generic structure for the TWGs development effectiveness focus. Based on recent lesson-learning, TWGs are now encouraged to establish informal dialogue arrangements to discuss prevalent issues and are required to pursue increased programmatic and joint approaches to planning, programming and

Partnering for success in the education sector

The education sector serves as a useful case study in how ownership translates into Government leadership and constructive partnership arrangements.

Substantial increases in funding – both domestic and external – have combined with innovative partnering arrangements that has enabled Government to exercise strong leadership in developing its own vision while accommodating local and international NGOs to work with the most marginalised to improve the quality and relevance of education, fostering community participation and social capital to expand access to the poorest members of society. An ODI study observed that the Cambodia case is a global good practice because:

1. Successes have been driven by a more effective partnership between government and development partners; substantial increases in education expenditure and aid; and innovative projects by NGOs.
2. Achieving the education MDGs has required increased investments to reach the marginalised, substantial further reforms to improve sector governance and comprehensive efforts to address education quality.

With its international and national partners, the Ministry of Education, Youth and Sports has been able to establish functional and effective administrative, planning and investment systems that have delivered improved basic education.

source <http://www.developmentprogress.org/>

reviewing progress, ideally through a PBA arrangement and the use of a results framework linked to the sector/thematic strategy.

D. Progress in Effective Development Cooperation

The Royal Government acknowledges the contributions of its development partners. Significant efforts have been made to recognise – and strengthen – Government ownership while aligning resources with national priorities and strengthening systems. Progress has also been made in reporting on aid flows and promoting predictable multi-year financing.

The Global Partnership for Effective Development Cooperation, which was established in Busan in late-2011, complements national monitoring efforts. The knowledge generated from Cambodia’s participation in the global monitoring survey has provided additional insights and guidance that has been taken up in the dialogue between the Royal Government and its development partners.

Busan monitoring survey results 2013

Busan monitoring indicators		2013 status
Indicators monitored using national data sources		
1	Extent of use of country results frameworks by co-operation providers	tbc
5	Development co-operation is more predictable annual: proportion of aid disbursed compared to scheduled medium-term: % of aid covered by indicative forward plans	91% 85%
6	Aid is on budget (recorded and approved by the legislature)	79%
7	Mutual accountability (joint assessments of progress)	Yes
9a	Quality of PFM systems	3.5
9b	Use of country PFM and procurement systems.	32%
10	Aid is untied	80%

The results in the above table demonstrate that continued effort must be made to strengthen and use national systems, preferably through programme-based approaches, which offer a holistic and Government-led approach to improving planning, budgeting, implementation and monitoring so that development results can be realized. The focus must therefore be placed at sector level, including to accelerate the implementation of public sector reforms, especially in public financial management. The coordinated and timely support of central agencies will be an important factor in ensuring that line ministries and agencies implement their programmes and plans to maximum effect.

Looking forward, the Development Cooperation and Partnerships Strategy aims to further promote development effectiveness via its three component principles: results; capacities; and partnerships.

Strategic Goal and Objectives for Promoting Development Effectiveness in Cambodia

Overarching goal

To ensure that development cooperation resources are used for maximum effectiveness and impact in reaching Cambodia’s development goals as set out in the RS – Phase III, NSDP and strategies at sector, thematic and reform level.

Strategic objective 1: Results

External resources are used to promote effective and sustainable development

Global partnership commitments are implemented consistently with Cambodia’s context and priorities. Domestic financing and external resources must be used in a complementary manner to support NSDP and sector/reform priorities that are consistent with national development goals.

Strategic objective 2: Capacities

Partnerships focus on capacity development & systems strengthening

Partnership arrangements are used effectively to identify approaches that address capacity development priorities and systems strengthening, including to implement reform programmes of the Royal Government in a coherent manner. This will ensure a lasting and sustained impact on capabilities of RGC institutions.

Strategic objective 3: Partnerships

All development actors are convened in a partnership to promote equitable & broad-based growth

Development partnerships and the resources they provide are used in a more catalytic manner to focus on results, with increased use of South-South and triangular cooperation and private sector partnerships. An effective dialogue structure and improved JMIs ensure a focus on the required results.

Building on the lessons and experience associated with the Paris Declaration, together with the adoption of a forward-looking perspective that takes account of national context and the global norms directed at the promotion of development effectiveness, Cambodia has identified the following principles, and tools that serve as the basis for an effective development partnership.

Principles for promoting development effectiveness

- Government will lead an inclusive development partnership with all development actors that is focused on achieving development results and respecting diversity.
- Government and development actors commit to building a relationship based on trust and mutual respect that is guided by appropriate frameworks for managing for results and for effective monitoring.
- The NSDP and respective sector/thematic strategies will guide resource allocation, programming, dialogue and monitoring arrangements for all development actors. ODA-funded projects shall be directed to promoting sustainable and equitable socio-economic development by enhancing the productive capacity of the economy and strengthening human capital.
- The principles of the Paris Declaration remain valid in addition to those agreed in Busan. All ODA funding modalities are permitted based on dialogue and agreement between the Royal Government and its development partners in line with the global norms and agreed practices established in Paris (2005), Accra (2008) and Busan (2011).
- ODA management arrangements at sector/thematic level should become increasingly harmonised over time as development partners move towards more common approaches to programming such as through a program-based approach arrangement.
- Capacity development remains a principal objective of development cooperation. Technical cooperation, which is usually to be provided as grant financing, must be directed to institutional and human capacity development under the leadership of RGC. Links to core government reform programmes are to be established and the Technical Cooperation Guidelines issued by RGC in 2008 continue to be applicable.

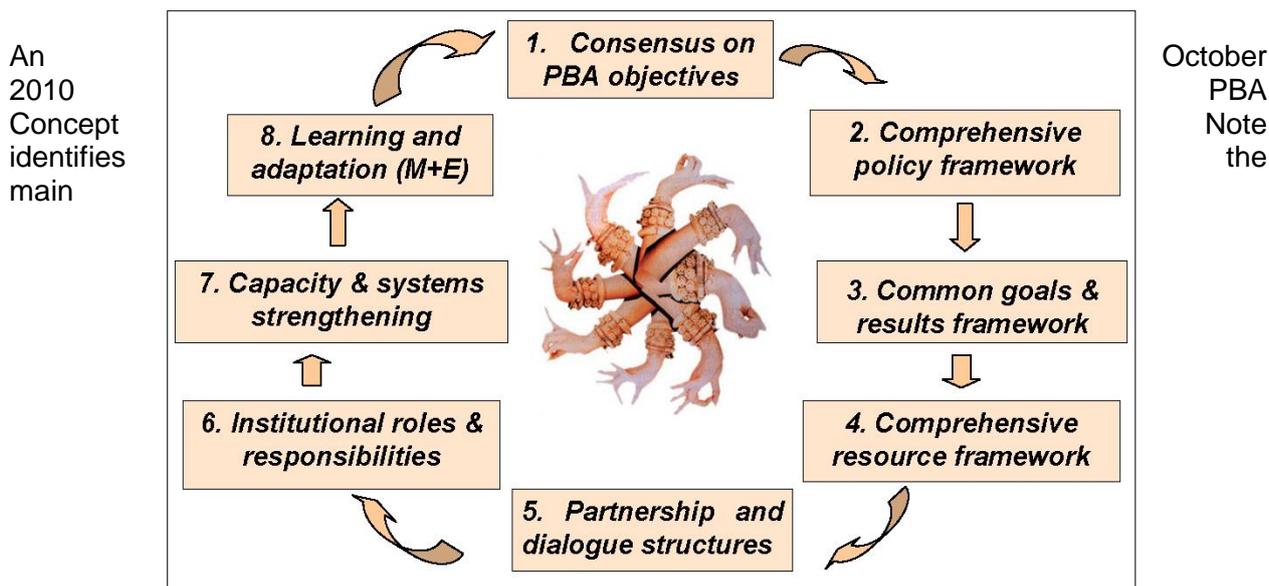
Tools for promoting development effectiveness

In addressing remaining challenges, the Government has identified four principal tools and approaches for managing the development partnership effectively in Cambodia. Each of these is informed by Cambodia's own experience as well as international good practice; they are now well-established and reflect a preference for continuity, learning and adaptation that builds on achievements recorded to date.

(a) Programme-based Approaches (PBAs)

Noting the wide range of external funding sources, the partnering approach in Cambodia embraces diversity and accommodates the differing practices of development partners. PBAs, which were formally established as the RGC's preferred approach to managing sector

partnerships in November 2010, have therefore been adapted for use in the Cambodia context (based on the graphic below) to promote policy and operational coherence while recognizing the realities of the different programming practices employed by Cambodia's development partners.



components of a PBA to be strengthened through a partnering approach and provides generic guidance while avoiding a blueprint approach. PBAs continue to be the preferred approach for managing external cooperation as well as being the principal tool for attaining the objectives of the Partnership Strategy. After four years of implementing PBAs, there have been a number of useful lessons learned that can be applied to accelerate their further effective use:

- PBAs require effective RGC leadership and commitment that is based around a coherent sector strategy or plan.
- PBAs work best where there is strong technical capacity in the lead RGC ministry/agency with an initial focus on strengthening planning, partnering and monitoring functions.
- Communication and transparency by all partners is essential to ensure that programming decisions and monitoring of progress lead to improved development results.
- Sustained success of the PBA management model requires increased attention to joint capacity assessments and collaborative efforts to strengthen systems in line with the core public sector reform programmes of the RGC.
- The use of a results-based approach and monitoring framework provides a helpful structure to guide resourcing and dialogue based upon common goals.

Using Programme-based Approaches to Promote Results

The extended use of PBAs since 2010 has resulted in an increased emphasis on establishing a common strategy and programming framework for all partners to direct their resources. The opportunity for increased dialogue and consensus-building around objectives and key results has led to the use of robust results frameworks embedded in national systems. Examples include:

Public Financial Management Reform Program

The results framework of the PFMRP includes explicit discussion of leadership and coordination mechanisms, partnership and outreach, capacity development, costing, and risk management as a means of promoting a PBA that addresses all aspects of partnership management as well as technical objectives. The results framework is presented at two levels: (a) higher-level platform objectives and milestones related to establishing a sound institutional framework for PFM activities; and (b) a more detailed framework for identifying additional objectives, activities, indicators and resources.

Promoting Gender Equality

As part of the national gender action plan, five sub-programmes have been identified, two of which – women's economic empowerment and reducing gender-based violence – have been managed using a PBA framework. Emphasis is placed on convening a wide range of stakeholders, especially in civil society, to mobilise resources and to create awareness through the Ministry of Women's Affairs. At the centre is a results framework that links an overall vision to detailed indicators and activities. This forms the basis for coordinating efforts, promoting dialogue and monitoring progress.

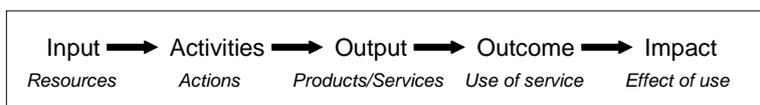
Agriculture and Water

Based on a vision to ensure safe and accessible food and water for all while ensuring the sustainability of natural resources, a PBA has been established under the leadership of two ministries, the Ministry of Agriculture, Forestry and Fisheries, and the Ministry of Water Resources. This has resulted in an improved linkage in the planning and delivery of services as well as increased opportunity for input and feedback from users, especially at sub-national level. As is the case for gender, at the heart of the PBA is a results framework based on five sub-programmes that strengthens resource alignment and results-based monitoring.

(b) Results frameworks and results-based approaches

The Royal Government's commitment to achieving development results requires an improved framework for linking policy to inputs to activities and, ultimately to results (outputs and outcomes). The use of results frameworks at sector level that are linked to the NSDP are intended to promote consensus on what needs to be done – priority actions – as well as providing a robust means of confirming that targets have been met – output and outcome indicators - and that resources have been mobilised. In this way, results frameworks are a tool to link and coordinate policy with resourcing, activity and monitoring.

A generic approach (shown below as a results chain) may be adapted and applied as part of a sector plan or strategy to be supported in the context of a PBA and its associated monitoring framework to suit the particular needs and circumstances of the respective sectors and TWGs. TWGs and sector programmes are therefore encouraged to develop and use results frameworks and similar approaches to better link national results identified in the NSDP with sector programmes and external funds.



(c) Joint Monitoring Indicators (JMIs)

The JMIs, which were strengthened using results-based methodologies in 2012, are now a well-established tool for setting common goals and jointly monitoring progress and for promoting and structuring partnering dialogue. They therefore continue to be a principal tool employed to support the implementation of the Development Cooperation and Partnerships Strategy. JMIs are jointly identified by Government and development partners: a five-year outcome/result is identified and then activities and outputs/indicators are programmed and monitored annually to ensure that medium-term goals are attained.

(d) Promoting resource transparency, accountability and results

Two established tools to be further utilised are: (i) the [Cambodia ODA and NGO Databases](#), which are maintained by the Council for the Development of Cambodia on behalf of the Government; and (ii) the Multi-Year Indicative Financing Framework, which has been used to obtain medium-term estimates of ODA support from development partners. Following its establishment in 2005, the Cambodia ODA Database has been developed to record and share information on all development activities supported by external partners. In 2008 an additional database was created to record and share information on NGO activity. Both systems can be publically accessed and viewed online and are used to produce analytical reports that promote increased awareness of resource use as well as providing a basis for coordinating resources and aligning with national development priorities.

Partnering for Development Results

The Joint Monitoring Indicators have been employed by the Government and its development partners since 2004 and are based on results-frameworks established in Technical Working Groups (TWGs). The objectives of the JMIs are to:

- Agree realistic and achievable targets for achieving priority development outcomes and reform goals as outlined in RGC policy documents (principally the Rectangular Strategy and the NSDP) and in line with sector/thematic plans.
- Create consensus around the activities to be undertaken, the resources to be mobilised, the timeframe for implementation and the respective commitments of RGC and its development partners to achieving the targets.
- Foster and promote joint efforts to achieve development goals in a results-based manner informed by the principles of partnership and mutual accountability.

On-going efforts have been made to ensure that the JMIs are more results-based by establishing a closer relationship between: (i) desired development outcomes; (ii) outputs (product or service); and (iii) activities. By promoting this results-focus the JMIs reinforce partnership efforts in all TWGs to deliver improved results and serve as a means to strengthen and use Government planning, monitoring and reporting systems.

E. Development Effectiveness Agenda

In addition to the principles and tools outlined in the previous section, Cambodia has prioritised the strengthening of multi-stakeholder partnerships as an important part of its approach to promoting development effectiveness. This is in recognition of the increased role and contribution of other actors to national development. Looking beyond existing relationships with traditional development partners and recognising the important role of all development actors, one of the explicit objectives of this Development Cooperation and Partnerships Strategy is therefore to strengthen opportunities for closer engagement with NGOs, South-South partners and the private sector to promote synergies and effective coordination between the resources and contributions that each of these actors provides.

NGO partnerships for effective service delivery

The Government recognizes the significant contribution NGOs have made over more than thirty years, both in terms of resources and in supporting service provision in the social sectors principally health, community welfare, education, rural development and HIV/AIDS. In addition to their own funds, NGOs also manage ODA resources and implement projects on behalf of development partners.

Chart 5, below, shows total NGO resourcing – including funds provided by development partners, to sectors in 2013 while Chart 6 shows relative funding shares of NGOs (own funds) and resources provided by development partners for the period 2011-2013. NGOs' own efforts to improve their internal coordination, transparency in resource use and collaboration with Government are the main factors for further strengthening relationships between all stakeholders in the future and the Government has announced plans to hold an annual consultation meeting with NGOs in the future.

Chart 5. NGO sector support 2013

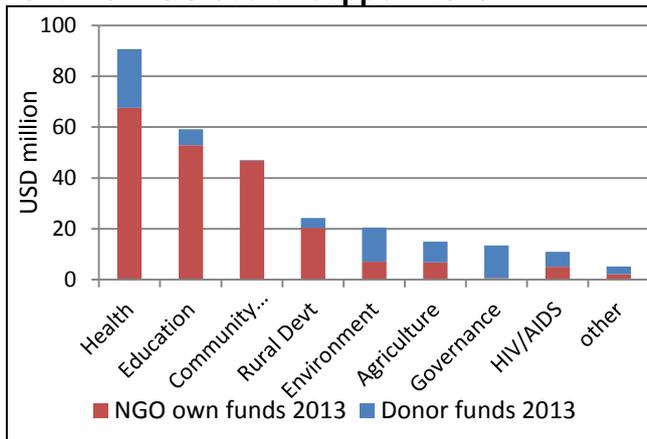
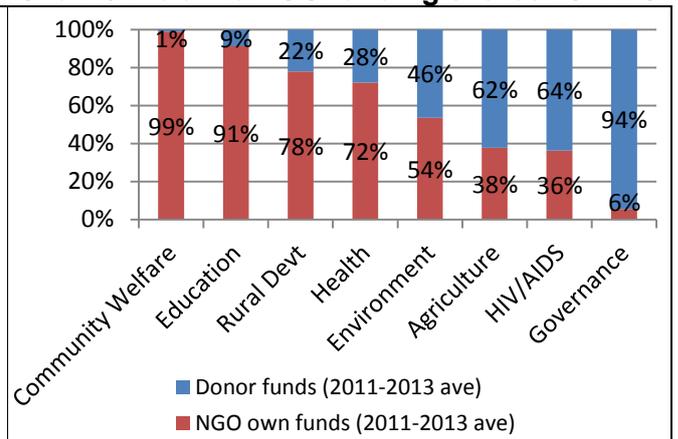


Chart 6. Relative NGO funding shares 2011-13



NGOs partnering for improved service delivery

Health Equity Funds

Nearly 3 million poor people in Cambodia are now covered by Health Equity Fund schemes, which pay for treatment fees, meals and transport costs. The Health Equity Fund schemes are co-financed by Government and its development partners as part of a PBA in the health sector. Poor Family Development (PFD), one of 10 NGOs operating the HEF scheme in three provinces notes that it helps reduce the burden of health expenditure for poor people and helps them to access quality health services.

"We see the main benefit as improving people's livelihoods by giving them access to free and quality health care service," Lam Sarin, PFD project manager said. "When people are healthy, their community is also healthy and developed. Without HEF, when a member of a poor family gets sick, it is very difficult to find money for treatment. If they don't have money they don't take the sick person to hospital. Sometimes, the sickness forces them to sell their land, cows and any other property they have. Then they sink further and further into poverty."

Dr. Ngo Sitthy, Director of Battambang Provincial Referral Hospital, said that since his hospital has had the HEF program, the number of poor people coming to use the health service has doubled. Bed use has increased from 50% to 85% and he expects it to rise further during 2010. "In the past, we saw that the poor were afraid to come to hospital because they feared they would be asked to pay or might be mistreated," he said. "Now their behaviour has changed. They are starting to use our services because they get the HEF support—and the attitude of our nurses and doctors is also much improved."

Payments from the HEF scheme also serve to increase hospital resources. According to Dr. Ngo, the hospital's revenue has almost tripled from US\$4,000 to over US\$10,000 per month. "HEF funding has led to improved services at the hospital, and I hope there soon will be even better development," Dr. Ngo said.

Promoting access to education and learning

To strengthen coordination between NGOs and with the Ministry of Education, Youth and Sport (MoEYS), the NGO Education Partnership (NEP) was created in 2001 and now has 65 members. NEP's role is to build a stronger network of NGOs working in education. NEP also prepares an annual survey that documents the important work NGOs perform in improving education service delivery.

More than 1.5 million people benefit from NGO education services annually. NGOs working in education in Cambodia provide services to children, youth and adults who are often unable to access the formal education system. Working in partnership with government and other development partners, NGOs focus much of their energy on primary and lower-secondary education, early childhood care and development; non-formal education; life skills and health education, feeding and nutrition programs and scholarships. About half of the NEP's membership work at the primary education level and about one quarter assist in lower secondary education. 20% of projects target early childhood development, representing a substantial contribution in a sub-sector that receives only limited government support. NGOs also focus heavily on non-formal education as nearly 40% of all projects work in this area. Another 20% of projects provide technical and vocational education and training.

Some of the main contributions of the NGO sector are that they work with communities in raising awareness on the value of education, highlighting issues such as disability, gender and ethnicity and how they may restrict an inclusive education. NGOs also demonstrate innovative models, including children's clubs, child-to-child education, peer education, and new approaches to promoting literacy.

South-South and Triangular Cooperation

As a complement to traditional North-South modes of support, South-South and Triangular cooperation modalities have the potential to provide policy solutions and technologies that are more contextualised, demand-led, responsive, flexible, cost-effective and sustainable. The most important principles to be addressed through the Government's Development Cooperation and Partnerships Strategy in scaling-up these modalities include the following:

- Ensure ownership and alignment by using existing policy, planning and review processes, including current partnering mechanisms, to identify the potential use of South-South and Triangular arrangements.
- Promote effectiveness and impact by ensuring effective programming and implementation arrangements, including, where possible, by linking to a sector results and monitoring framework.
- South-South and Triangular initiatives should be subject to the same principles and practices that promote alignment and results: they should be included in policy and planning dialogue with partners as part of a sector programme.
- Maximise the impact of South-South and Triangular support by creating improved knowledge management arrangements to record, disseminate, scale-up and replicate the results of South-South initiatives.
- Identify and utilise increased South-South and Triangular arrangements by establishing a more strategic and coherent process for identifying needs and matching them with possible providers of support.

The nature of South-South Cooperation in the Cambodia context is markedly different from traditional development cooperation. In particular is the emphasis on the diplomatic rather than technical level. While this has usefully served to build relationships between Cambodia and other countries, including beyond the Asia region, this has limited the potential for technical-level coordination that may contribute to the sustainability of results. The challenge in the future, therefore, is to preserve the unique characteristics that make South-South Cooperation effective while also introducing sound and proven management practices from traditional cooperation.

Promoting private sector development

Cambodia's successful socio-economic development over last decade has been associated with high levels of private sector-driven growth. In addition to economic growth, many associated benefits such as employment creation, improved livelihoods, improved public services and increased domestic tax revenue have also been realized as both the domestic private sector and foreign direct investment have increased markedly. Strengthened partnerships between development partners and the private sector therefore offer significant potential to consolidate growth and to maximise its benefits for the population. An annual meeting between Government and private sector representatives provides a high-level opportunity for dialogue while 8 thematic working groups meet frequently to focus on technical issues such as the legal framework, infrastructure provision, the role and performance of public utilities etc.

For development partners, there are four principal areas of support in which they may facilitate private sector development. These include: (i) strengthening the enabling environment for private sector development; (ii) the promotion of economic competitiveness; (iii) development of public infrastructure (including through Private-Public Partnerships); and (iv) forming direct partnerships with the private sector either to support public service delivery or to strengthen the business environment.

F. The Global Partnership and its contribution to the development effectiveness agenda at country level

The Global Partnership, and its predecessor arrangements under the Paris Declaration, have provided an important reference for Cambodia's own work. Perhaps the most high-profile contribution has been the monitoring survey, which complemented the Government's efforts to promote aid and development effectiveness and provided an additional incentive to development partners to reform their aid delivery practices at country level. The opportunity to contribute to, and to learn from, the establishment of global norms on development cooperation also provided a useful framework for strengthening Cambodia's own aid management capacities and systems. The legacy of the Paris Declaration, which focused mainly on the donor-partner country relationship, has therefore been significant.

Additional global initiatives in which Cambodia participated include the Paris Declaration evaluation, which had a major impact in shaping current work. The absence of any evaluation framework in the current global framework is therefore regrettable. The mutual accountability survey, conducted by UNDESA on behalf of the UN Development Cooperation Forum, was a further global tool, however the impact has been somewhat more limited at country level. The results do show however that recent gains in establishing an effective development partnership have been consolidated but there remains significant potential for translating these efforts into coordinated implementation of public sector reforms that will strengthen budgeting, including of external resources, and service delivery through improved information management and more frequent dialogue.

As the Global Partnership matures, Cambodia looks forward to it playing a convening role that brings all stakeholders together to review global development challenges and the roles that each set of actors must play in defining, implementing and monitoring the next set of development goals that will replace the MDGs. The advocacy role of the Global Partnership is also a key feature that may be coupled with an updated framework for monitoring the commitments of each country and stakeholder group. The April 2014 High-level Ministerial meeting in Mexico, for example, which took stock of progress after Busan, recognised the importance of maintaining support to MICs. Cambodia's status as a Least Developed Country, which is likely to remain for at least another decade, also highlights the need for development cooperation to complement domestic resource allocations to secure progress on human development and economic diversification. The Global Partnership could therefore usefully serve as a platform for discussing the funding of MICs, strategies for ensuring their continued progress and the increased role of non-ODA flows of development resources.

G. Conclusions and Recommendations

Cambodia's rapid progress in national development and poverty reduction as well as significant achievements in attaining many of the Millennium Development Goal targets is testament to the leadership of the Government, the contribution of other development actors – external development partners, civil society organisations and the private sector – and effective implementation of national development strategies. To ensure that this progress is consolidated and that future challenges are met there must continue to be a focus on effective implementation of development strategies and partnerships.

Adherence to the principles outlined in the Government's Development Cooperation and Partnerships Strategy, together with successful implementation of the four main tools that have been identified, will ensure that the overarching objective of the Strategy – using development resources for maximum effectiveness and impact – can be achieved.

The Busan process envisages a broad and inclusive partnership of governments, development partners, civil society actors and the private sector, a sentiment that is translated at the national level in Cambodia's own Development Cooperation and Partnerships Strategy. Acknowledging the link between partnerships at the national and global levels, the Royal Government therefore also emphasises the need for "complementary actions but common goals" that are identified in the Busan partnership document. Recognising the different skills and contributions of each partner while working under a common framework that guides all development actors towards maximizing their contributions to socio-economic development will ensure that Cambodia realizes its national goals.

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