



**Kingdom of Cambodia**

Nation – Religion – King

ជាតិ ព្រះមហាក្សត្រ ព្រះពុទ្ធសាសនា

**Royal Government of Cambodia**



**THE CAMBODIA  
DEVELOPMENT EFFECTIVENESS  
REPORT  
2011**

Prepared by  
the Cambodian Rehabilitation and Development Board  
of the Council for the Development of Cambodia

**November 2011**



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#### ***Acknowledgement***

*A major source of information used in preparing this Development Effectiveness Report is the reports prepared by Technical Working Groups (TWGs) for the Government-Development Partner Coordination Committee. The efforts of all TWG Chairs, focal points and lead development partner facilitators is therefore acknowledged with gratitude and it is hoped that this Report will be of use to them in their future work.*

*It is also necessary to acknowledge the significant time and effort that has been contributed by development partner focal points who have entered information about their programmes and support into the Cambodia ODA Database. Without their patience and cooperation much of the quantitative analysis used in this Report could not have been produced.*

*The findings in this Development Effectiveness Report are based on multiple sources and evidence that has been collected and analysed by CRDB, including TWG reports, the Paris Declaration Evaluation and data from the Cambodia ODA Database (extracted 21 October 2011).*

*In all cases CRDB has attempted to validate the data and evidence to confirm the factual basis for the analysis that has been presented.*

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## LIST OF ACRONYMS

AAA	-	Accra Agenda for Action
ADB	-	Asian Development Bank
BSP		Budget Strategic Plan
CD	-	Capacity development
CDC	-	Council for the Development of Cambodia
CDCF	-	Cambodia Development Cooperation Forum
CMDG	-	Cambodia Millennium Development Goals
CPIA	-	Country Policy and Institutional Assessment
CRDB	-	Cambodian Rehabilitation and Development Board (of CDC)
CSO	-	Civil Society Organisation
D&D	-	Decentralisation and Deconcentration
DAC	-	Development Assistance Committee (of the OECD)
DPs	-	Development partners (donors & civil society organisations)
EU / EC	-	European Union / European Commission
GDCC	-	Government-Development Partner Coordination Committee
GFATM	-	Global Fund for AIDS, TB and Malaria
H-A-R	-	Harmonisation, Alignment and Results Action Plan of the RGC
HLF4	-	Fourth High-level Forum on Aid Effectiveness (Busan, Korea, November 2011)
IP3	-	3-year Implementation Plan of the National Programme for Democratic Development
JMIs	-	Joint Monitoring Indicator(s)
M&E	-	Monitoring and Evaluation
MDGs / CMDGs	-	Millennium Development Goals / Cambodian Millennium Development Goals
MOWA	-	Ministry of Women's Affairs
NGO	-	Non-Government Organisation
NSDP	-	National Strategic Development Plan
ODA	-	Official Development Assistance
OECD	-	Organisation for Economic Cooperation and Development
PBA	-	Programme-based Approach (sector/thematic programme under RGC leadership)
PD	-	Paris Declaration
PFM(RP)	-	Public Financial Management (Reform Programme)
PIP	-	Public Investment Programme
PIU	-	Project Implementation Unit
PMU	-	Project Management Unit
RBM / MfDR	-	Results-based Management / Managing for Development Results
RGC	-	Royal Government of Cambodia
RWSSH	-	Rural Water Supply, Sanitation & Hygiene TWG
SNDD	-	Sub-national Democratic Development
SNEC	-	Supreme National Economic Council
SOP	-	Standard Operations Procedures (for loan programme management)
SWAp	-	Sector-Wide Approach
SWiM	-	Sector Wide Management arrangement (health sector)
TA	-	Technical Assistance
TC	-	Technical Cooperation
TWG	-	(Joint) Technical Working Group
UN	-	United Nations
UNCTAD	-	United Nations Conference on Trade and Development
WTO	-	World Trade Organisation

## Foreword

As we begin to approach the 2015 deadline for attaining the Cambodian Millennium Development Goals, it is an opportune moment for us to consider a transition from our focus on aid effectiveness, which was the centrepiece of discussion in the Royal Government's three previous Aid Effectiveness Reports, towards an emphasis on effective development results. I therefore warmly welcome this first Cambodia Development Effectiveness Report, which considers progress towards development effectiveness, looking beyond issues in aid management and towards the impact that our partnership has on promoting welfare and developing resilience in our economy and our society.

The 2011 Development Effectiveness Report provides an empirical assessment of our development cooperation partnership and the results that can be attributed to our joint efforts to implement the Rectangular Strategy for Growth, Employment, Equity and Efficiency – Phase II, which was launched by Samdech Akka Moha Sena Padei Techo **Hun Sen**, Prime Minister of the Kingdom of Cambodia Cambodia at the First Cabinet Meeting of the Fourth Legislature of the National Assembly on 26 September 2008. As such, this Development Effectiveness Report serves as a valuable resource to inform dialogue concerning the future role of our development partnership in Cambodia. The Report also represents the perspectives and position of the Royal Government that provides an input to the forthcoming High-level Forum on Aid Effectiveness that will take place in Busan, Republic of Korea in November 2011.

Cambodia's development partners have provided a significant share of the resources required for the Rectangular Strategy's implementation and it is therefore appropriate, indeed necessary, for this partnership to be reviewed in order to assess our joint effectiveness in supporting Cambodia's development effort. The 2011 Development Effectiveness Report represents a timely attempt to support such a review as the Royal Government's Harmonisation, Alignment and Results Action Plan was concluded at the end of 2010, just at the same time as the global consensus on aid effectiveness, the Paris Declaration, reached the end of its own five-year implementation period. The 2011 Development Effectiveness Report therefore continues the work of previous publications by CRDB/CDC in conducting an in-depth analysis that derives important lessons and recommendations that can inform the evolution of development cooperation policy in Cambodia as well as contributing to a new global consensus.

By taking a forward-looking and results-based approach, the 2011 Development Effectiveness Report provides new perspectives and recommendations on development cooperation and partnership. As we prepare to develop a revised policy of the Royal Government on development cooperation and partnership, this Report therefore makes an important contribution to promoting dialogue with our partners across a broad range of development challenges and opportunities that will shape our future collaboration.

At the time of writing this Report, the global economy is once again confronted by significant challenges as recovery stalls in many countries, public indebtedness rises and pressure on public expenditure mounts. Concerns related to food security, energy and commodity prices, and climate change provide examples of an added urgency to our national, regional and global development efforts to reach our Cambodian Millennium Development Goal targets by 2015. In Cambodia, we understand very clearly how these issues can impact on our own economic performance and the adverse effect that global economic distress may have on the well-being of the people of Cambodia.

I would like to take this opportunity to acknowledge the efforts of H.E. Chhieng Yanara, Minister attached to the Prime Minister, Secretary General of CRDB/CDC, and his staff who have prepared this Development Effectiveness Report. It will make a significant contribution to national and global dialogue as well as to strengthening the results that Government and its partners can achieve through our mutual efforts and collaboration.

Phnom Penh, 1 November 2011

Deputy Prime Minister **KEAT CHHON**, M.P.  
Minister of Economy and Finance  
First Vice-Chairman, Council for the Development of Cambodia

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# Executive Summary

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## **Introduction**

In the Cambodia context, development effectiveness can be thought of as comprising three important components that make it conceptually distinct from aid effectiveness:

- 1) There is an emphasis on an 'end state' of successful development, as defined by the targets of the Rectangular Strategy and CMDGs;
- 2) Capacity to implement activities effectively and to adapt and sustain these results over time must have been developed for any externally-supported initiative to be considered successful;
- 3) There must be scope for articulating a set of goals and principles that are shared by a broader range of actors and encompassing a broader pool of resources.

Development effectiveness therefore relates to the partnership between, as well as the roles of, Government, development partners, private sector and non-state actors in achieving lasting results. With this in mind, this 2011 Development Effectiveness Report provides an empirical assessment of our development cooperation partnership and the results that can be attributed to our joint efforts to implement the Rectangular Strategy – Phase II. As such, it serves as a valuable resource to inform dialogue concerning the future role of our development partnership in Cambodia. The Report also represents the perspectives and position of the Royal Government that provides an input to the forthcoming High-level Forum on Aid Effectiveness, which will be held in Busan, Republic of Korea in November 2011.

The report emphasises learning and adaptation. Much of the national implementation effort of aid effectiveness initiatives was initially focused on process and the 'mechanics of aid' related to partnering arrangements, harmonising processes and identifying means to align and coordinate efforts around national development priorities. Beginning 2008, a results focus acquired greater emphasis that prioritised application of results-based actions at sector level, less process-related activity, and longer-term capacity development related to the Royal Government's reform programmes. A focus was then placed on qualitative aspects of the development partnership and identification of fewer, more sector-relevant interventions, including through a more rigorous Joint Monitoring Indicator (JMI) process and the establishment of PBAs.

## **The Development Partnership in 2010/11**

To understand how our partnerships can be more effective it is necessary to identify the transmission mechanism between aid effectiveness actions and development results. By situating our partnerships in the broader development context, the main drivers of effective development in Cambodia are thought to include:

### *a) Effective leadership of national development*

The strongest link between aid effectiveness and developmental impact manifests itself through the leadership and technical capacity of Government. The synergies between leadership, capacity and performance have been evident in every assessment of aid effectiveness in Cambodia since 2005. Leadership catalyses both ownership and capacity to become linked in a virtuous circle.

### *b) Policy coherency with planning, implementation, monitoring and resource management*

Plan-budget-monitoring linkages provide the technical foundation that complements relationship-based factors such as leadership and trust. Achieving the required level of coherence has proven challenging both within Government and between development partners: multiple objectives, interests, agendas and actors highlight the complexity associated with achieving development results.

### *c) Momentum around the core reform programmes*

The pace of the reform agenda and the commitment of senior leadership were identified by the global Paris Declaration evaluation report as the most relevant influences to promoting effective public service delivery as the contribution of aid must be framed within the national development effort. The Evaluation identified a strong "plausible contribution" of aid effectiveness efforts to development results in Cambodia.

### *d) Collaborative approaches to developing implementation capacity*

Joint capacity development initiatives have been effective, for example in the health, education and decentralisation programmes. Where nascent capacity is already present there is evidence to show that it can be harnessed to improve policy formulation and cement ownership.

### *e) Promoting efforts to strengthen partnership dynamics*

TWGs acknowledge that effective partnerships, particularly those fostered around the Joint Monitoring Indicators, are essential to establishing the relationship of mutual accountability that provides the setting for relationships and working arrangements that results-focused.



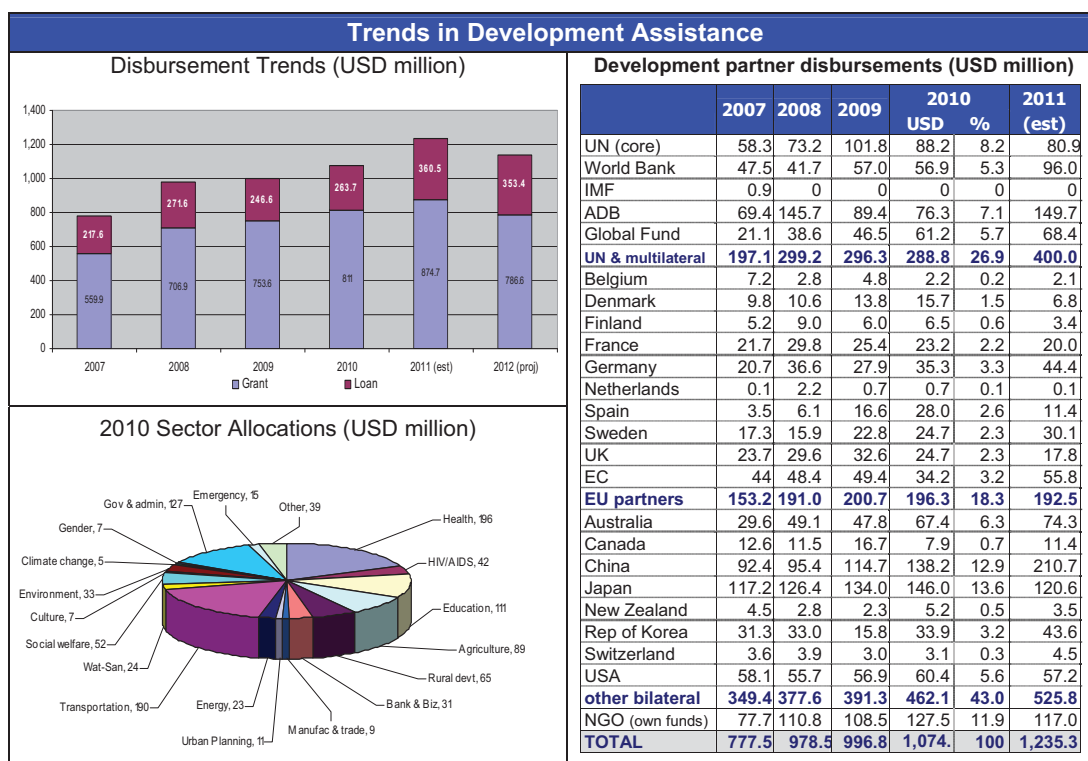
Partnering experience highlights the difficulty in establishing and maintaining effective development partnerships. Relationship issues often outweigh technical considerations in determining the success of aid-financed programmes. For this reason the Royal Government, under the coordination of CRDB/CDC, led a "Making Partnerships Effective in Cambodia" exercise between June 2009 and early 2011. While precise impacts are hard to measure, subsequent review concluded that there is now a deeper understanding of the nature of a partnering relationship and what it takes to create systems, build skills and develop an enabling environment through which partnerships can flourish and be mutually beneficial.

The complexity of partnering efforts cannot be overstated but the sustainability of these efforts will depend on progress in using country systems. In emphasising the capacity development role of external assistance, the Royal Government and its development partners commissioned analysis and then held a national workshop in May 2011. The meeting highlighted the need to coordinate the core reform programmes so as not to overwhelm line ministry capacity as well as the need to more effectively disseminate information and support the implementation of the major reforms. To accelerate these efforts, both Government and development partners need to be willing to make changes to their capacity development approaches, to ensure policy coherence and coordination between project interventions and the core reforms, and to take some shared risk to see that country systems are both strengthened and used.

To examine the empirical relationship between aid effectiveness work and development results, Cambodia participated in the global evaluation of the Paris Declaration in 2010. This work concluded that progress towards the CMDGs was positively associated with the implementation of the Paris Declaration, however there is undoubtedly more to be done regarding changes in working practices and culture. Beyond the need to maintain the level of effort to improve aid management, new challenges, opportunities and actors are also important considerations. The evaluation highlighted important new opportunities for South-South Cooperation and partnerships, especially with regard to regional integration, managing climate change, and promoting private sector development and trade.

### Trends in Development Cooperation

Total disbursements in 2010 were USD 1,075 million, an annual increase of 7.8% and equivalent to 9.4% of GDP and USD 78 per capita. Grant support accounted for approximately 75% of total disbursements. In 2010, Japan remained the largest single source of development assistance, disbursing USD 146 million followed by China, who disbursed USD 138 million, a contribution that is expected to rise to USD 211 million in 2011. There was significant growth in support received from regional partners including Japan, China, Australia and the Republic of Korea.



Source: Cambodia ODA Database (October 2011)

Improved cooperation with NGOs on data collection has highlighted their important contribution to national development. Their support is primarily directed to health, HIV/AIDS, education and community-based projects, totaling USD 127.5 million in 2010. NGOs also manage approximately 10% of development partner financing, USD 93 million in 2010, which was mainly used for activities in health, HIV/AIDS, governance, agriculture and small-business support. The medium-term outlook indicates that Cambodia's development partners will broadly maintain their current levels of support. Aggregate predictability remains high as 86% of the resources indicated as available for 2010 at the June 2010 CDCF meeting were disbursed.

Development partner alignment with NSDP priorities continues to improve. Significant funds continue to be allocated to the infrastructure and social sectors, with the combined share of health, HIV/AIDS and education support representing approximately one-third of total external assistance in 2010. Disbursements to health and education in 2010 increased by 35% and 20% respectively compared to 2009. The infrastructure sector received USD 239 million, including USD 190 million for the transportation sector, which is the largest single sector for aid-funded programmes. The agriculture sector benefited from a 10% annual increase, rising to USD 88.7 million in 2010 from USD 80 million in the previous year.

### ***Policy Issues and Directions***

Policy priorities for promoting development effectiveness can be classified under three broad headings: (i) completing the 'unfinished agenda' of the Paris Declaration; (ii) promoting results-based partnership initiatives; and (iii) identifying emerging issues, risks and opportunities.

1. *Priorities relating to the 'unfinished agenda' of the Paris Declaration.* These include strengthening national ownership and policy coherence through PBA-related initiatives such as harmonising planning-budgeting-ODA management process and complementing the NSDP with a robust monitoring system. The Government's reform programmes will be the most viable, effective and sustainable means of developing capacities, improving service delivery and implementing commitments to effective aid partnerships.

2. *Promoting results-based partnership initiatives.* Broader partnership arrangements must be established that recognise the roles, and responsibilities, of other development actors and sources of non-aid development finance, including the private sector, regional partners, civil society actors and, not least, the Government itself. The current TWG, GDCC and CDCF arrangements, together with the JMI exercise, will therefore be reviewed as part of policy work that is scheduled to begin 2012. For development partners there is a need to ensure that project-level results and monitoring frameworks are more responsive to, and consistent with, national results frameworks, including the NSDP and JMIs, as well as with sector programmes.

3. *Emerging issues, risks and opportunities.* It is important to recognise that, as middle-income status approaches, the development needs of Cambodia will change while aid dependence is likely to fall. This requires that partnerships focus on developing productive capacity and sustainability, establishing robust national systems in-line with international and regional norms, and complementing other sources of external as well as domestic resources to address development challenges. South-South Cooperation will become an increasingly valuable source of expertise, including, for example, in responding to climate change risks, promoting economic diversification and to promoting trade capacity.

A fourth strand to Cambodia's work in strengthening partnerships and development cooperation relates to participation in the global dialogue mechanisms that will emerge after the Busan meeting. Cambodia will use the opportunity of the Busan meeting to advocate for further improvements in global arrangements for promoting development effectiveness. Cambodia is also strongly committed to maintaining robust monitoring arrangements nationally as these serve to link international commitments to action at the country level. Efforts to ensure implementation at country level, including to emphasise the need for higher-level and broader political engagement, are considered to be essential for translating words into action.

Cambodia and its development partners are well-placed to continue to strengthen partnership arrangements that deliver robust development results. New policy work on development cooperation in 2012 provides an opportunity to extend and broaden partnerships to ensure a more strategic and coherent programme of actions that make a substantial contribution to development effectiveness. This will ensure that Cambodia is well-positioned to respond positively to emerging development challenges and opportunities. The Royal Government therefore looks forward to making continued progress with its development partners as well as to embarking on a new path towards development effectiveness.

# 1. Introduction

The conclusion of the Royal Government's Harmonisation, Alignment and Results (H-A-R) Action Plan 2006-2010 and the global Paris Declaration initiative at the end of 2010 presents a timely opportunity to review progress. This 2011 Development Effectiveness Report is therefore a stock-taking that reflects on the achievements of the H-A-R Action Plan's implementation, the challenges that remain and the opportunities that exist to secure improved development results. In anticipation of the Fourth Global High-Level Forum on Aid Effectiveness (HLF4) in November 2011, the Report sets out to identify results-oriented partnership priorities for the road that lies ahead.

## *Learning and adapting: evolution in Cambodia's aid management priorities*

The 2006-2010 period was characterised by continuity and change. Much of the global discussion on development partnerships and aid effectiveness, especially that associated with the Paris Declaration, was initially focused on process and the 'mechanics of aid'. Much energy was necessarily expended on policy development and addressing issues such as partnering arrangements, harmonising processes, regulating the use of project implementation units and joint reviews. Later in the period, a results-focus acquired greater emphasis.

Table One highlights this continuity and change: Government ownership, institutional strengthening and capacity development priorities have been emphasised throughout the period. There has also been a concerted effort to adapt Cambodia's aid management policy in line with the emerging lessons of implementation.

**Table One. Continuity and Change in Cambodia's Aid Management Priorities**

Year	Main area of aid management policy focus
2005	<b>Ownership</b> - following the signing of the Paris Declaration (March 2005), RGC takes account of new partnership opportunities in formulation of 2006-2010 NSDP and the Strategic Framework for Development Cooperation Management. Contextualisation of global principles through production of Government's H-A-R Action Plan.
2006	<b>Priority setting and coordination arrangements</b> – RGC & DPs agree Guidelines for restructured CDCF, GDCC & TWGs, sign the Cambodia Declaration to adapt global principles. H-A-R Action Plan sets targets using Paris Declaration survey & CRDB/CDC develops Capacity Development Strategy.
2007	<b>Dissemination &amp; policy dialogue</b> – TWGs are consulted on needs, training is provided and a TWG Network is formed. First AER is produced focusing on TWG performance, alignment of ODA programming & M&E, and use of technical cooperation. DPs & CSOs engage with RGC at GDCC meetings and in TWGs on sector priorities.
2008	<b>Adaptation and results-focus</b> – Mid-term review of H-A-R (& 2008 PD survey) highlights qualitative aspects of partnership and capacity focus of ODA. TC Guideline prepared based on RGC and DP joint study. 2008 AER and JMIs focus on fewer more relevant & results-focused partnership initiatives. DPs & CSOs join RGC in post-Accra prioritisation.
2009	<b>Mutual accountability for development results</b> – RGC & DPs work together on "Making Partnerships Effective" exercise. JMIs reformulated for more results-focused partnerships at sector level using PBAs. GDCC monitors priority projects to alleviate economic downturn. RGC & CSOs engage on NGO Database & NGO certification.
2010	<b>Consolidating partnership &amp; results focus</b> – Paris Declaration Evaluation identifies results linkages, relevance of PBAs and capacity-focused initiatives. PBAs endorsed by RGC to promote coherent DP & CS support. 2010 AER emphasises PBA focus on core reforms in order to strengthen and use country systems.

Change has been accommodated with a shift towards an emphasis on results. A 2008 mid-term review of the H-A-R Action Plan highlighted stronger ownership across Government but observed that aid management initiatives were at risk of 'drowning in their own process'. The 2008 Aid Effectiveness Report then identified a 'Paris-plus' agenda that was more focused on application of results-based actions at sector level, less process-related activity, while continuing to recognise longer-term capacity needs and the importance of the Royal Government's reform programmes. A focus was then placed on qualitative aspects of the development partnership and identification of fewer, more sector-relevant interventions. A more rigorous Joint Monitoring Indicator (JMI) process in 2010, linked to prioritised sector-specific aid management priorities has attempted to institutionalise the links between aid effectiveness work, more collaborative development partnerships and results.

### ***Moving towards catalytic partnerships for effective development***

Cambodia's own experience has been similar to the trajectory of global initiatives to promote aid effectiveness and partnership. Cambodia has benefited from its membership of the OECD/DAC Working Party on Aid Effectiveness and from participation in global lesson-learning processes such as the Evaluation of the Paris Declaration. Cambodia has also been an effective advocate in these fora and has supported the effort to ensure that the global framework leading towards the Busan High-Level Forum is now much more focused on building broad-based partnerships, extending beyond OECD/DAC and multilateral ODA providers, to address 'beyond aid' opportunities related to trade and private sector development as a driver of growth, regional integration and cooperation as well as challenges including food security, migration and climate change. It is the catalytic role of ODA as a complement to Government's own resources, together with its support for public sector capacity development and its convening power in areas such as South-South and triangular cooperation, that is increasingly emphasised as an appropriate focus for our partnership.

This broader focus on partnerships and the role of external assistance has resulted in development effectiveness superseding the notion of aid effectiveness in both the national and global dialogue. As the 2015 deadline for meeting MDG targets draws nearer and as public resource constraints increase, consolidating the work of the Paris Declaration is not sufficient. Understanding, adapting and applying principles of effective development must be extended to recognise the role and resources of all domestic and external development actors while recognising the complementary contributions that each can make towards attaining national development goals.

To ensure an appropriate focus on development effectiveness, this 2011 Development Effectiveness Report therefore establishes the following objectives:

- i) Contextualise the meaning of development effectiveness and the nature of the aid effectiveness-development results relationship in a manner relevant to Cambodia's development priorities;
- ii) Draw on, highlight and understand the evidence that illustrates how development results have been secured through results-oriented approaches;
- iii) Identify the main lessons that can contribute to future policy on results-focused partnerships and development cooperation, including to articulate the Government's position for the Busan HLF4.

### ***Recognising complexity and promoting policy coherence for development effectiveness***

Development effectiveness can be thought of as comprising three important components that make it conceptually distinct from aid effectiveness. First, is the emphasis on an 'end state' of successful development, as defined by the targets of the Rectangular Strategy and CMDGs. Second, is a related process in which capacity to implement activities effectively and to adapt and sustain these results over time has been developed. Third, and most important as Cambodia fast approaches middle-income status, is that development effectiveness provides scope for articulating a set of goals and principles that are shared by a broader range of actors and encompassing a broader pool of resources. Development effectiveness therefore relates to the partnership between, as well as the roles of, Government, development partners, private sector and non-state actors in achieving lasting results.

The notion of development effectiveness is relevant to addressing challenges that cannot be addressed solely through the aid relationship. These challenges include security, climate change, social protection, migration, food security, geo-political influences on aid policy/allocation, governance and promoting regional cooperation. It is important to recognise the 'place of aid' in addressing these issues, which may be limited to a catalytic role.

A partnership that can successfully mobilise itself to address these challenges must be prepared to accommodate complexity, both in the nature of the problems to be addressed and in the dynamic of the partnership itself. They may be described as complex in that there may be multiple constraints that require collaboration amongst different actors from different organisations with different perspectives in order to address a particular problem. Complexity also implies the need for more adaptive and dynamic solutions, which can challenge the linear planning models of some approaches. Policy coherence, under Government leadership, also becomes important: within each policy objective the gap between intent and outcome must be minimised while approaches to multiple objectives must be complementary, not contradictory.

This 2011 Development Effectiveness Report is mindful of this broader context that influences our partnership and aid effectiveness work. As a more focused assessment of external cooperation it takes these considerations as its starting point to assess how external assistance has contributed to development results in Cambodia. More important, it reviews prospects for fostering and maintaining partnerships that can respond to the need for improved development effectiveness in the years ahead.

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## 2. The Development Partnership in 2010/11

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The Third Cambodia Development Cooperation Forum (CDCF) meeting, which took place in June 2010, was an opportunity to review progress, confirm and adapt policy priorities, and to build consensus around core Government reforms and sector-based actions that produce the desired development results. Based on the available evidence from the TWGs, including on JMI-related activity, three main intermediate objectives were emphasised as important to the results focus of our work:

- i) Programme-based approaches – promoted as an opportunity to address multiple partnership challenges in order to ensure policy coherence and effective management of a Government-led programme;
- ii) Country systems – using the core Government reforms and PBAs to develop coordinated and harmonised approaches to capacity development focused on strengthening country systems;
- iii) Networking and knowledge management – to promote ownership by sharing good practices and promoting learning through the effective management of capacity initiatives and monitoring processes.

The JMI on partnership and aid effectiveness, endorsed at the June 2010 CDCF meeting, was therefore focused on increasing the number of PBAs and the share of ODA managed through them. The JMI also prioritised increased predictability of ODA provision, which was to be enhanced through complementary initiatives including implementation of the Public Financial Management (PFM) reform and reporting to the ODA Database hosted by CRDB/CDC.

This chapter reviews the implementation of these policy priorities, principally during 2010/11 but also adopting a wider perspective on the entire period of the 2006-2010 H-A-R Action Plan implementation where this is instructive. An attempt is made to identify the transmission mechanism between aid effectiveness work and development results in Cambodia before assessing the contribution of recent efforts to an improved development partnership. Chapter Three then makes a more detailed and complementary analysis using data on aid provision before Chapter Four offers some policy recommendations that inform the Royal Government's position ahead of the Fourth High-level Forum in Busan (HLF4) later this year. This analysis will contribute to the future development of policy on management of development cooperation and partnerships.

### ***How does more effective aid management translate into better development results?***

Cambodia's aid management policies have been adapted and contextualised based on national development priorities but also by making appropriate reference to global norms and agreements on effective aid management. The Paris Declaration implicitly makes links between the actions agreed globally that need to be applied nationally in order to achieve improved aid management practices that can, in turn, secure improved development results.

At the global level, a good deal of analysis has been undertaken during 2010 and 2011 to assess the empirical relationship between aid effectiveness practices and improved developmental impact. The global Evaluation of the Paris Declaration, an analysis that draws on more than on twenty-two country case studies prepared as input for the Busan High-level Forum in November 2011, defines better development results as improvements in sector outcomes, institutional capacities, delivery to the poorest and in modalities for managing/delivering ODA.

A wider view of the transmission mechanism through which aid effectiveness may ultimately influence development results in Cambodia is shown in Figure One, overleaf. This figure locates aid management work in the broader development context and then identifies the stages through which normative global practices are adapted and implemented so that the resulting improved practices impact on the achievement of the CMDGs. This linkage, and its main features in the Cambodian context, has been discussed in some detail in previous Aid Effectiveness Reports. The principal factors in Cambodia are thought to include:

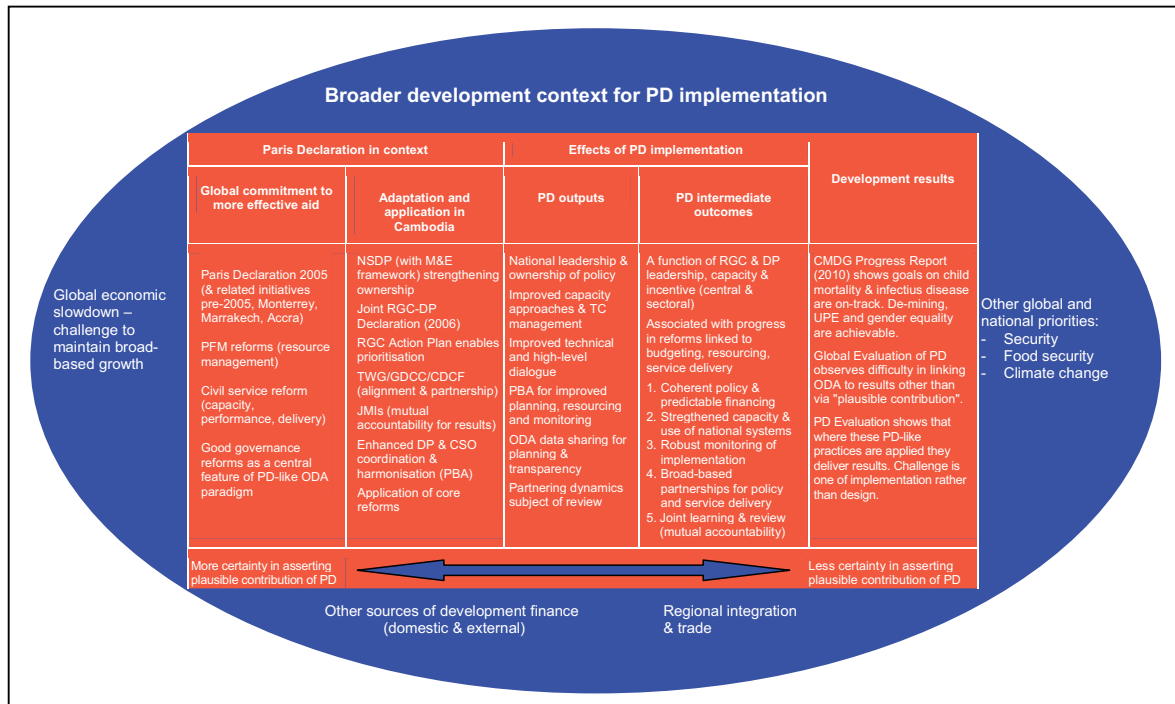
- a) ownership and leadership;
- b) improved policy, planning and resource management;
- c) addressing motivation and incentives;
- d) developing effective capacity and promoting use of national systems;
- e) improved serviced delivery via the core reforms; and
- f) effective monitoring that supports mutual accountability in the development partnership.



Internationally, the global Evaluation has found that the role of mutual accountability is somewhat confused but, at a minimum, it should place information in the hands of those who can then reach some judgment about performance in order to ensure accountability for results. In the Cambodia context, the 2007 Aid Effectiveness Report also identified the need for establishing mechanisms for effective dialogue and monitoring, technical and qualitative considerations that remain valid in the current environment which is characterised by current partnering challenges and an evolving development landscape. Beyond the discussion of development cooperation, a discussion of mutual accountability should, especially at sector level, in the longer-term embrace an analysis of the use of domestic resources to ensure the impact of all expenditures. Policy consistency is again central to promoting a coordinated approach as the results of aid need to be viewed in a broader context that reviews the totality of inputs in order to identify the contribution of external funds. Effective aid management and the on-going PFM reforms, especially related to results-based planning through the Budget Strategic Plan exercise, therefore become complementary and mutually dependent for their respective success.

Figure One also locates efforts to strengthen aid management practices in their broader developmental context, taking account of additional sources of development finance and other considerations of Government and development partners. This highlights the complexity that is associated with aid management work: multiple objectives, interests, agendas and actors. Looking forward to the Busan HLF4 on partnership and aid effectiveness, it provides a useful framework for thinking about the future of results-based aid relationships as one amongst many drivers of national development that must be accommodated to ensure aid can support broad-based growth and improved public service delivery.

**Figure One. Framing aid effectiveness in the context of development results**



The Global Evaluation of the Paris Declaration found that implementation had been relatively slow, more so for development partners than for recipient partner countries, a surprising result given the resources and capacity to manage change that exists in development partner agencies. For some development partner agencies that participated in the Evaluation, there was evidence of some internal tensions regarding the need to support reform, for example by using country systems, and the need to disburse funds and ensure satisfactory project implementation. At partner country level, the pace of the broader reform agenda and, most notably, the commitment of senior leadership, were identified as the most relevant influences as the contribution of aid would always be framed within the overall "national and societal commitment to tackle the deep roots of [poverty]". In the final analysis the Evaluation concluded that there was a strong "plausible contribution" that linked aid effectiveness efforts to development results, not least in Cambodia where "the greater the commitment to applying all the Paris Declaration principles...the more relevant and significant the development results will be".

### ***Strengthening aid management practices and partnerships in Cambodia***

Having examined and clarified the link between applying the principles of effective aid management and achieving development results, the principal features of this link in the Cambodia context can be summarised as: (a) commitment and leadership on the part of both the Royal Government and development partners; (b) successful implementation of the main reform programmes and sector strategies; and (c) effective dialogue and partnering dynamics.

This section therefore reviews the main aid management-related activities that have been implemented since mid-2010 in order to improve our development cooperation partnership. The primary evidence base comprises: (i) the Cambodia country study for the Paris Declaration Evaluation; (ii) the Paris Declaration 2011 monitoring survey; (iii) the final stage of the "Making Partnership Effective in Cambodia" exercise; (iv) efforts associated with establishing Programme-based Approaches; (v) a study and workshop on using country systems; and (vi) reports from the TWGs to the GDCC Secretariat during the reporting period as well as other TWG Network dialogue.

A snapshot of progress in strengthening development partnerships is provided by the results of the 2011 Paris Declaration monitoring survey (Table Two). The monitoring survey was conducted in early 2011 and again made use of the Cambodia ODA Database to record progress against most indicators. This approach institutionalises the survey exercise in the workflow of CRDB/CDC and has developed capacity for data management. As a result Cambodia was once again the first partner country to submit its data survey results to the OECD/DAC, the third time in a row that Cambodia has taken this honour. The results showed that progress was made against seven of the twelve indicators, significant in some cases such as PFM quality and use of country systems and PBAs (although still falling short of the global target in the latter case). Four indicators recorded some deterioration, although in the case of PIUs and joint missions/studies the data has been previously acknowledged as highly questionable. Against two qualitative indicators the status was unchanged: performance frameworks, which relate to NSDP monitoring arrangements, and to mutual accountability, which had already reached the global target.

**Table Two. Paris Declaration monitoring indicators (2005 – 2010)**

No.	Indicator	2005 Baseline (2006 survey)	2007 Status (2008 survey)	2010	2010 Target (revised 2008)	Progress 2005-10
1	Implementation of national plans and frameworks	C	C	B	B or A	↑
2a	Quality of PFM systems (CPIA rating)	2.5	3.0	3.5	3.5	↑
3	Aid reported in budget exercise	79%	85%	88%	90%	↑
4	Coordinated technical cooperation	36%	35%	27%	50%	↓
5a	Use of country PFM systems	10%	14%	21%	---	↑
5b	Use of country procurement systems	6%	16%	24%	---	↑
6	Parallel PIUs	49	121	66	19	↓
7	In-year predictability of aid flows	69%	96%	90%	84%	↑
8	Untied aid <sup>1/</sup>	86%	99%	93%	> 86%	↑
9	Use of programme-based approaches	24%	28%	35%	66%	↑
10a	Coordinated missions	26%	12%	19%	40%	↓
10b	Coordinated country analytical work	58%	17%	35%	66%	↓
11	Sound performance assessment framework	C	C	C	B or A	↔
12	Reviews of mutual accountability	Yes	Yes	Yes	Yes	↔

Notes 1/ Indicators 1, 2a, 3, 8, 10a, 10b, 11, 12 adjusted or assigned by OECD/DAC monitoring team.

2/ Indicators 6, 10a and 10b subject to significant measurement error and not suitable for analysis.

This data, though not fully representative of the Paris Declaration's ambitious scope, indicates that excellent progress was made by the Royal Government and its development partners in most areas that are directly related to aid management and partnership. Falling short against global targets in the case of more than half of the indicators, however, shows that, while good progress was made from a low starting point, the Paris Declaration remains very much an unfinished agenda in Cambodia in terms of realising global norms and targets in aid delivery.

Further progress is expected to be realised as PBAs, confirmed as the preferred arrangement for managing development partnerships in 2010, combine with and complement the major reform programmes of the Royal Government to ensure a more coherent and country-led approach to future aid management initiatives. Increased quality of PFM systems, for example, should translate into improved

#### Beyond the Paris Declaration monitoring survey

What lessons for development effectiveness emerge from the Paris Declaration survey evidence? A number of the indicators can tell us much about the next steps to be taken in promoting the development effectiveness of external resources.

Quality planning, resource & monitoring frameworks – both indicators 1 and 2 show that development partners can work more closely with Government planning and budgeting systems to programme aid and align with national priorities. Indicator 11 shows that more can be done to ensure these resources are in turn associated with robust monitoring and review arrangements.

Coordinated capacity development – a decline in indicator 4 demonstrates the urgency required in conducting joint capacity assessments, adopting common approaches to capacity development at sector level and in identifying more coordinated advisory, PIU and TA support to assist in sector capacity development and system strengthening efforts.

Using country systems – more effective public service delivery requires stronger national systems. Based on the lack of progress against indicator 5, Government and development partners need to adopt a more coherent and committed approach to the implementation of the core reforms.

Coordinating missions and analytical work – beyond the counting of missions and studies, indicator 11 highlights the fragmented nature of development partner reviews and analytical work. There is significant unfulfilled potential in developing joint policy work initiatives, agreed in the TWG workplans, and in conducting joint review missions as part of a Government-led review process.

planning and budgeting exercises across the board at line ministry level so that resources can be fully aligned with Government priorities and using Government systems, disbursed in a predictable manner to ensure timely implementation of priority activities. PBAs, in areas such as gender, education and supporting IP3, should also enable sector-based capacity needs assessments to be conducted as a precursor to programming, deploying and managing technical cooperation resources in a more coordinated manner. Finally, the PBA should lend itself to more coordinated review processes that permit coordinated missions and analytical work/reports.

To promote information sharing by CRDB/CDC and between those sectors with more experience and those that are preparing to establish PBAs, a meeting of the TWG Network was held in April 2011. This meeting, which brought together Chairs, secretariats, development partners and civil society representatives of the nineteen TWGs, as well as officials from the Ministry of Environment working on climate change, was the second in a series of PBA clinics, the first being provided to the Ministry of Women's Affairs (MOWA) in March. The April meeting was the first occasion on which development partners and CSOs were invited to attend the TWG Network meeting as they were previously felt to be opportunities for internal Government reflection. However the nature of the topic was deserving of broader participation and the event was felt to be such a success that development partners and CSOs will be invited to all future meetings of the TWG Network in the interest of wider lesson learning.

The presence of the Ministry of Environment's Climate Change Department was particularly welcome given the partnering and aid management challenges confronted at national and global level (see box below). With these challenges in mind, a regionally-negotiated framework for country-led management of climate finance was produced in Bangkok in September 2011. This emphasised that climate policy and measures should be costed and prioritised, and reflected in the planning and budgeting processes at national and local levels with complementary monitoring arrangements.

The TWG Network spent two days discussing the concept of a PBA, and its adaptation to the Cambodia context. A combination of plenary discussion, practical exercises and group discussion ensured that a number of TWGs, including D&D, Gender, Mine Action, Forestry & Environment, Fisheries, and Food Security & Nutrition, were able to advance their own plans for developing programmatic approaches. The expertise and experience of the Health and Education TWGs was also employed to good effect as they were able to mentor their peers and advise on an appropriate strategy to embark on a PBA. The April 2011 meeting built successfully on an earlier meeting in September 2010, which shared information on the Paris Declaration Evaluation, the country systems study and the 'Making Partnerships Effective' exercise. By bringing all this evidence and learning together for dialogue and validation, the TWG Guideline was subsequently revised to broaden membership and to promote TWG performance through an appropriate emphasis on issues such as NSDP linkages, sector/thematic strategies, financing, capacity development, partnerships and aid effectiveness, and reporting and review. Since these meetings, further support and direction in the form of clinics and other technical support related to TWG performance has been provided to TWGs in planning, gender, education and forestry.

Experience over the last years, pre-dating the H-A-R Action Plan and Paris Declaration, highlights the difficulty in establishing and maintaining effective development partnerships. Relationship issues often outweigh technical considerations in determining the success of aid-financed programmes. The complexity of multi-stakeholder arrangements that are common to PBAs require specific attention.

<sup>1</sup> The CRDB/CDC website provides further background on PBA work in Cambodia (<http://www.cdc-crdb.gov.kh/cdc/pba/pba.htm>).

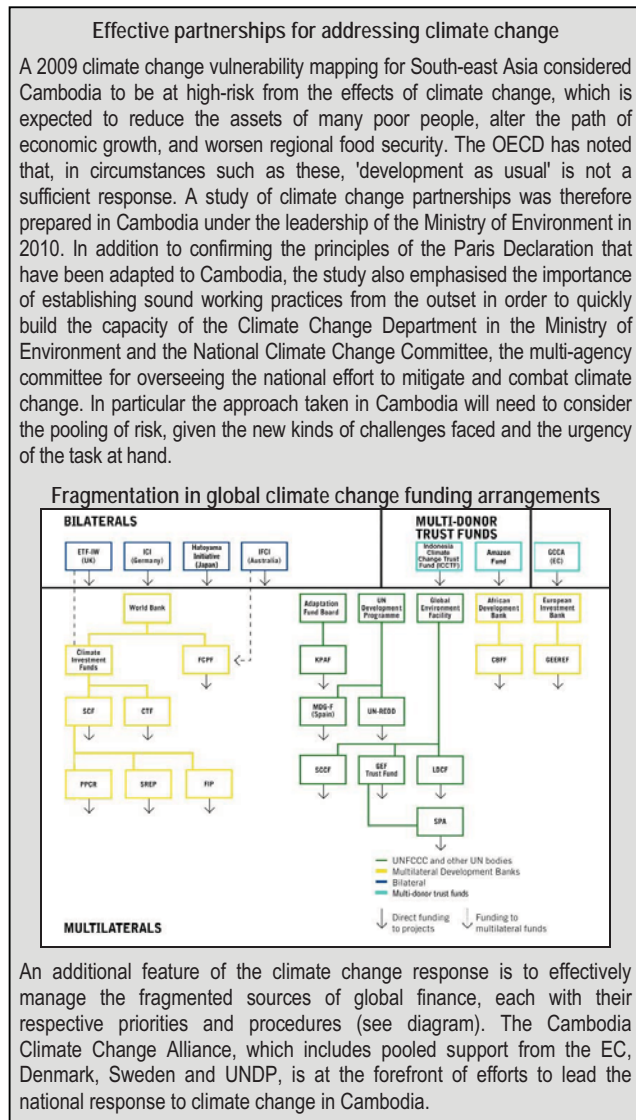


For this reason the Royal Government, under the coordination of CRDB/CDC, led a "Making Partnerships Effective in Cambodia" exercise, commencing in June 2009 and continuing in four stages, including a final knowledge management component, to early 2011. The exercise began with an engagement and inception phase (June 2009) and continued with a 'Strategic Meeting on Making Partnerships Effective' (September 2009), which brought together senior Government and development partner officials under professional facilitation to consider good practice in partnering as well as challenges and opportunities in promoting effective sector dialogue. While precise impacts are hard to measure, the subsequent review and lesson-learning phase of the exercise concluded that there had been useful outcomes, especially in sectors that already demonstrated commitment to partnership, for example in the development of partnership principles (see box). There were indications, for example, of more open and productive working relationships between the government and development partners but also less encouraging evidence of how adherence to partnering norms can break down in extreme circumstances. CRDB/CDC has also extended its partnership work with NGOs at the sub-national level through a series of regional workshops and meetings. Overall, there is generally a deeper understanding of the nature of a partnering relationship and what it takes to create systems, build skills and develop an enabling environment through which partnerships can flourish and be mutually beneficial. In addition, the need to promote ownership and mutual accountability that can foster a mature and confident partnership are important lessons.<sup>2</sup>

The complexity of partnering efforts cannot be overstated but the sustainability of these efforts will depend on – and will perhaps be highlighted by – progress in one aspect of aid effectiveness work in particular; that of using country systems. Identified as a policy priority at the Third CDCF meeting, some progress has been made in using country systems as the rate has doubled from 10% of ODA in 2005 to 21% in 2010. While falling short of global targets this nevertheless represents a sound footing on which to base further progress in implementing the Royal Government's public sector reforms, which provide the framework in which to focus country system strengthening efforts.

Country systems include the institutional procedures, mechanisms and arrangements for formulating policies and supporting their implementation through planning, budgeting, execution, procurement, reporting, accounting, monitoring and auditing. In emphasising the capacity development role of development assistance, the Royal Government and its development partners have made a formal commitment to strengthening and using country systems through the global Accra Agenda for Action.

In 2010 a study – 'National Structures and Systems for Aid Implementation in Cambodia' – was commissioned by the development partners of the European Union, in coordination with the Partnership and Harmonisation TWG. The study was conceived as a first step towards an assessment of country systems, meeting the "beginning now" commitment of the Accra Agenda for Action (AAA) through which development partners would focus efforts to



<sup>2</sup> See the CRDB/CDC website on partnering work [http://cdc-crdp.gov.kh/cdc/twg\\_network/resource\\_mpe\\_stage4/default.htm](http://cdc-crdp.gov.kh/cdc/twg_network/resource_mpe_stage4/default.htm)

use country systems or otherwise identify constraints and actively work to remedy them. The Cambodia systems mapping study found that:

- The importance of core reforms in strengthening sector processes, capacities and systems is central to the development and use of country systems.
- For nearly all systems and ministries there was some use of country systems, with some support from external partners. However the approach has been piecemeal and is unlikely to succeed without both political will and substantive attention to organisational development.
- There is political recognition that systems are weak. Change is slow because of: (i) resistance to change of both RGC and DPs; (ii) motivation, incentives and risk aversity; (iii) a familiarity with the status quo and established working arrangements that favours established systems.
- The timeframe for implementing change is an area of difference between RGC and development partners. RGC has a much longer time horizon based on national context while development partners apply their own norms and shorter timeframes.
- Multiple projects and programs and the number of project implementation units reveal a preference for control and delivery over capacity and sustainability. PBAs represent a possible response to organise aid delivery around the priority of strengthening country system capacity.
- There is often a preference by both RGC and development partners to use PIUs to mitigate risk and promote (short-term) performance as well as permitting greater latitude in human resource management.

**Results of the Partnering exercise**

The final phase of the Partnering exercise noted the importance of maintaining momentum by: (a) building on emerging 'good' practice in TWGs that show enthusiasm for deepening the partnership approach and a clear aptitude for doing so; (b) more actively engaging CSOs in development partnerships; and (c) continuing to build an enabling environment in which partnerships can thrive. The facilitators recommended four activities that would be valuable in advancing this work:

1. Creating a more formal partnership evaluation process closely aligned with review of the TWGs and a guideline to inform this work.
2. Developing a series of learning case studies that focus on good partnering practice in a way that can be accessed and assimilated by Government and partners.
3. Establishing a comprehensive series of partnering skills training courses linked to key issues that are proving challenging (e.g. facilitating dialogue & partner reviews, interest-based negotiation).
4. Making an active connection to similar initiatives in other countries to allow for cross learning and confidence building.

Much of this work can be taken forward through the 'PBA clinics' that CRDB/CDC can facilitate at the request of TWGs.

A national workshop was held in May 2011 to discuss and validate the study. Two days of discussion highlighted the need to coordinate the core reform programmes so as not to overwhelm line ministry capacity as well as the need to more effectively disseminate information and support the implementation of the major reforms. As a first step towards collating and disseminating information on the legal and institutional arrangements underlying the Government's major reform programmes, CRDB/CDC agreed to establish an on-line resource.<sup>3</sup> In agreeing a way forward, participants at the national workshop observed the need to continue to make use of the core reforms as the main vehicle for strengthening country systems while identifying specific sectors and systems where Government and partners are willing to engage, for example through the programme budgeting pilots associated with the PFM reform and the potential for increased use of the SOPs. To accelerate these efforts, both Government and development partners need to be willing to make changes to their capacity development approaches, to ensure policy coherence and coordination between project interventions and the core reforms, and to take some shared risk to see that country systems are both strengthened and used.

***Partnerships and results: what is the empirical relationship in Cambodia?***

The transmission mechanism that translates aid effectiveness efforts into development results has been summarised above (see Figure One) and an evaluation was commissioned in early 2010 to explore the empirical evidence in Cambodia that demonstrates this relationship. Throughout the whole of 2010, Cambodia participated in the global evaluation of the Paris Declaration (prepared for the Busan HLF4) by commissioning a country study. Noting the difficulty in asserting attribution given the presence of other sources of development finance, including Government's own resources and private sector activity, the evaluation looked for evidence of a 'plausible contribution' between aid effectiveness initiatives and development results. The evaluation examined: (i) the extent to which the aid effectiveness agenda was relevant to the Cambodia context, how it had been adapted and the extent to which it had been

<sup>3</sup> This archive can be accessed via [http://www.cdc-crdp.gov.kh/cdc/twg\\_network/country\\_systems\\_cambodia/strengthening\\_national\\_systems/default.htm](http://www.cdc-crdp.gov.kh/cdc/twg_network/country_systems_cambodia/strengthening_national_systems/default.htm)

implemented; (ii) the effects these aid effectiveness efforts had on aid delivery and management; and, (iii) the impact this had on achieving development results, notably in the health and rural development sectors as well as with regards to strengthening gender equity.

CRDB/CDC led this work, supported by a National Management Group comprised of other ministries/agencies, development partners and civil society representatives. The methodology included surveys, interviews, facilitated group discussions and identifying a representative sample of projects that had been implemented during the 2005-2010 period. Given that this independent evaluation was the most complete and substantive review yet undertaken of aid effectiveness work in Cambodia, it is worthwhile citing and elaborating on the conclusions from the report at some length:

CMDG progress (as of 2010)		
Cambodia Millennium Development Goals		Status
 1	Eradicate Extreme Poverty and Hunger	Off Track
 2	Achieve Universal Nine Year Basic Education	Needs Attention
 3	Promote Gender Equality and Empower Women	Needs Attention
 4	Reduce Child Mortality	On track
 5	Improve Maternal Health	Off Track
 6	Combat HIV/AIDS, Malaria and other diseases	On track
 7	Ensuring Environmental Sustainability	Off Track
 8	Develop a global partnership for development	
 9	De-mining, ERW and Victim Assistance	Moderately Off Track

source: MoP CMDG Report (March 2011)

**Contribution to aid effectiveness, results and sustainability -**

There are significant and sustainable results associated with progress towards the CMDGs, especially in health, which reflect implementation of the Paris Declaration principles (see adjacent box). The evaluation concludes that the Paris Declaration has had a positive effect on the achievement of development results, however there is undoubtedly more to be done that will require continued effort as well as further changes in working practices and culture.

**Relevance of the Paris Declaration in Cambodia -**

Aid effectiveness efforts have contributed to setting the context of development cooperation in Cambodia at the policy level and has contributed to development of mechanisms and processes that encouraged: a) supporting the strengthening of national systems; b) implementing core public service reforms; c) developing programme-based approaches, and; d) applying JMIs to support mutual accountability. Beyond the central and sector level, especially at sub-national level, the Paris Declaration has markedly less profile and influence, although the practices that are associated with it – such as ownership, alignment and partnership – remain relevant and valid.

**Ownership -**

The Royal Government of Cambodia has increased its leadership capacity and ownership by implementing national development strategies, translating them into medium term expenditure frameworks and establishing inclusive aid

coordination mechanisms, although full ownership will not be achieved until country systems are strengthened and used to manage aid flows. Nevertheless, there are a significant proportion of development partner investments that do not foster local ownership.

**Alignment -** Although RGC leadership and ownership has helped to play a positive role overall, progress on alignment remains incomplete. In cases where the NSDP and sector strategies provide clear guidance, alignment is evidently improving with respect to supporting national priorities, but is still a work in progress with respect to strengthening and using country systems. Few bilateral development partners are prepared to raise their fiduciary risk tolerance levels in order to utilise existing country systems.

**Harmonisation -** There has been progress in a few key multi-donor programme-based approaches, notably in the education, health, rural development and governance sectors. Most development partners however are often caught between working in harmony and responding to differing priorities and concerns of their headquarters/capitals. In addition, strong pressure remains on some development partners to retain direct accountability for their own aid allocations.

**Managing for Results -** At a macro level the JMIs work well but at project level a significant proportion of investments did not have adequate monitoring frameworks and systems in place to enable results-oriented decision making and reporting on outcomes. Consequently, the contribution of individual projects to Cambodia’s development effort can be difficult to evaluate and learn from.

**Mutual Accountability -** Mutual accountability for development results has taken hold at a national level as evidenced in the JMIs. However at the sector and project level, the practice is not as widespread due

in large part to the asymmetric accountability relationships between those who deliver aid and recipients. Mutual accountability remains a work in progress and requires broadening to engage other actors.

**Conflicts or trade-offs among Paris Declaration principles** - Achieving country ownership is dependent on two main factors: the country's institutional and human capacity; and the willingness of Government and its development partners to strengthen capacity where it is needed. This can on occasion be problematic when either ownership is unclear or when development partners' commitment to country ownership are jeopardised by their vested interests.

**Increased burden of aid management** - Reducing the burden of aid management for all concerned, which was a key reason for aid reform, has not yet taken place in Cambodia and remains high. Ultimately, whether increased costs will be transitional or long term will depend, not only on the "hard" administrative technologies/mechanisms for managing aid, but also on the "soft side", development of trusting relationships and understanding between country and development partners. It is difficult to have a clear view on the long-term trend.

**Value-added of the Paris Declaration** - The Paris Declaration has mainly added value in the relationship between central government and partners in high-level policy dialogue and sector programming. At the level of project investments and outside of the capital, the influence of the Paris Declaration quickly dissipates. A small number of Phnom Penh-based NGOs have been able to engage in the Paris Declaration dialogue and have become increasingly influential but the extent to which they can be said to represent civil society broadly is less certain; the Paris Declaration may have therefore unintentionally narrowed the opportunity for aid relations to influence social capital and the development of a thriving civil society. While ODA remains a significant resource for the public sector, it needs to be regarded as only one amongst many influences of the national development strategy and economic and social development of Cambodia.

**New challenges, opportunities, actors and relationships** - Cambodia's engagement with non-traditional and 'emerging donors' offers positive opportunities: a) an additional source of financing for development projects, often in otherwise underfunded sectors, e.g. infrastructure; b) opportunity to learn from development experience of the partner country and obtain a wider perspective on policy options; c) combine developmental and private sector development opportunities. Similarly, with regard to new global fund initiatives, there is an increased possibility of expanding aid partnership agreements with CSOs and private sector companies, thereby extending the benefits of aid and expanding the possible avenues for wider stakeholder input. In both cases, however, the Government needs to assert strong ownership and coordination skills in order to ensure that all sources of development finance are effective and sustainable.

**Table Three. Summary of main factors that deliver development results**

Contributory factors in linking aid effectiveness to development results
<p><i>1. Effective leadership of national development</i> The strongest link between aid effectiveness and developmental impact manifests itself through the political will and technical capacity of Government. The synergies between leadership, capacity and performance have been evident in every assessment of aid effectiveness in Cambodia since 2005. Leadership serves as a catalyst to cause both ownership and capacity to become linked in a virtuous circle. Reflecting more on the initial catalyst for leadership (e.g. accountability and incentives) may therefore make for an interesting and fruitful line of enquiry as part of central, sectoral and sub-national reform efforts.</p>
<p><i>2. Policy coherency</i> Where leadership supports the development of a credible programme, with plan-budget linkages in place, the evidence emerging from ministries and sector work is that development partners are more inclined to respond positively (either because they endorse the approach or simply because their ability to do otherwise is limited). Relationships of trust then become mutually reinforcing, especially where turnover of external partners can be mitigated and where programmes have been implemented over an extended period to allow for learning and adaptation through the adoption of more emergent and incremental approaches.</p>
<p><i>3. Collaborative approaches to developing implementation capacity</i> To secure and maximise the opportunities that arise from the development of credible nationally-owned policies where effective ownership is in place, collaborative efforts to develop capacity have been effective, for example in the health, education and decentralisation programmes. Where nascent capacity is already present there is evidence to show that it can be harnessed to improve policy formulation and cement ownership. Thus, the virtuous circle between ownership and capacity.</p>
<p><i>4. Promoting efforts to strengthen partnership dynamics</i> TWGs acknowledge that partnerships, particularly those fostered around the Joint Monitoring Indicators, can produce the relationship of mutual accountability that is key to the development of trust. There is a consensus that the PBA model provides the context for both technical and partnership-based relationships to become more results-focused, particularly where a comprehensive sector strategy/plan and budget fosters a closer working relationship based on ownership and alignment around national priorities with some form of accountability and monitoring arrangement also in place.</p>



### ***Moving forward with results-based partnerships in Cambodia***

The evaluation touched on many issues of importance to Cambodia and represented an excellent opportunity to take stock of progress and assimilate the main lessons into policy work. This focus on learning and adaptation has been a key feature of the Royal Government's approach to effective aid management and effective partnerships. At central level there are on-going efforts led by the Ministry of Planning to harmonise the planning, budgeting and aid mobilisation processes, especially concerning the respective roles of the Public Investment Programme and the Budget Strategic Plan in supporting comprehensive resource frameworks at sector and central level in which to implement PBAs and results-based program-budgeting initiatives. Important steps have also been taken by the Royal Government to address results-based planning, chiefly through the PFM reform and the use of Budget Strategic Plans but also at an operational level, for example through the increased production and use of Standard Operating Procedures and manuals. Cambodia has also been able to benefit from its membership in the regional Community of Practice on Managing for Development Results, which held its annual meeting in Siem Reap in December 2010.

In promoting gender equity, the evaluation concluded that the 'Paris Declaration has contributed to creating a common vision, direction and purpose for dialogue [on] gender issues.' Initiatives by MOWA to work closely at sector level as part of a mainstreaming approach resulted in seventeen Gender Mainstreaming Action Plans (GMAPs) being developed and fourteen ministries allocating specific budgets to gender mainstreaming. Given the Ministry's long-term commitment to this partnership-based approach, the evaluation found a direct link between these coordination initiatives and the achievement of gender equality results in Cambodia (though they could not be attributed to the Paris Declaration exclusively as these efforts pre-date 2005). Subsequently, there has been increased interest and commitment from MOWA in moving towards a PBA that can build on these achievements. Support from CRDB/CDC and development partners has been useful in establishing a roadmap towards a PBA that is based on MoWA's gender equality strategy, Neary Rattanak III, a capacity assessment and the opportunity provided by a mid-term review for partners to review arrangements for providing their support in a more coordinated manner. This will assist MOWA in their efforts to develop a more detailed costing of the Neary Rattanak III strategy and to improve the associated monitoring arrangements.

In the health and education sectors, there has also been further evidence of the impact of partnership-based work on development results. These two sectors stand out in particular for their long-standing efforts to manage sector relations in a programmatic manner, to coordinate capacity initiatives and to extending partnership working arrangements to the sub-national level. Combined with effective data management and performance management systems, this has enabled local partnerships to identify challenges that are specific to their locality and to devise appropriate responses based on local conditions and resource availability. In the context of on-going sub-national democratic development, these approaches may be a model for partnership work in other sectors at sub-national level. Progress made by the education sector has also been singled out at the global level as a positive example of how effective partnerships can be translated into impressive development achievements (see box) while recent data reported on child health also shows significant improvements in child and infant mortality rates.

Notwithstanding this impressive progress, much remains to be done to strengthen the resources–results linkage. In the education sector, there is a need to press on with reforms at central level as well as to address drop-out rates, transition to secondary education and in improving the quality of higher education. In the health sector, a recent assessment of the Sector-Wide Management (SWiM) approach

#### **Partnering in Education: a global success story**

The effectiveness of development assistance is a concern not only in Cambodia, but also internationally and features frequently in the global media and blogs. In order to identify good examples of where development partnerships can be effective, the UK-based Overseas Development Institute has researched stories of success. This research identifies basic education reforms in Cambodia as a global good practice in promoting enrolment and completion for girls and boys in primary education.

The Cambodia case study highlights the leadership of Government and the constructive partnership arrangements with international and national agencies in establishing functional and effective administrative, planning and investment systems for basic education. 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. The study observed that:

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

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

and its contribution to sector performance and outcomes contributed to the mid-term review of the 2008-2015 Health Strategic Plan. This assessment found that there is further unrealised potential in the aid partnership, especially regarding alignment with sector priorities and reducing transaction costs. The Ministry of Health was encouraged in the report to demonstrate more assertive leadership in articulating its priorities and in managing development partner programmes, especially in leading policy dialogue, which was reportedly problematic. Many of these issues had also featured in the 2007 SWiM review.

The evaluation also highlighted important new opportunities for South-South Cooperation and partnerships. There is increased scope to extend and formalise South-South Cooperation and partnerships in the region, especially with regard to regional integration, private sector development and trade. This will be an important theme for Busan and beyond. During 2011 there was an innovative new approach to promoting trilateral cooperation between the Royal Government, China and UNDP that highlights the potential for these arrangements. A global Memorandum of Understanding was signed between China and UNDP in September 2010 to facilitate increased South-South Cooperation between China and developing countries with Cambodia agreeing to participate as the first pilot country. China's motivation is to support "poverty reduction, agriculture, health care and capacity building" through a South-South modality but with a 'triangular' relationship that includes UNDP as a facilitating partner that can build on UNDP's "experience and knowledge, neutrality, and global network". A number of potential initiatives have to date been identified for consideration in the agriculture and water sectors in order to operationalise and pilot the arrangement.

More broadly, the Royal Government is interested to extend this model with other partners in order to maximise the impact of development assistance in supporting rural development, social protection and the agriculture sector. These trilateral and South-South approaches can support the socio-economic objectives of the Rectangular Strategy-Phase II, including, for example, to explore how development partners can support the Royal Government's Rice Policy, which aims to export one million tonnes of milled rice per year by 2015. These approaches to promoting the catalytic role of development assistance in supporting growth-focused sectors, regional integration and trade, especially in complementing private sector activity, are innovative new areas for the development partnership in Cambodia to explore in the future.

An overall assessment of the development partnership highlights important achievements against PBA, country system and networking objectives. Well established partnerships are now maturing in the form of programme-based approaches, which are fast taking hold as the default instrument for managing partnerships and resources at sector level. In supporting improved public sector management and efficiency measures, partnerships in development cooperation demonstrate encouraging signs of progress, for example in managing the core reforms more coherently across all ministries and agencies in order to strengthen national systems in a sustainable manner. Networking and knowledge management is perhaps an area where more focus is required, particularly in the area of managing reform programmes, as was highlighted at the May 2011 National Workshop on Country Systems. More progress is required against all three of these important 2010-2011 JMI objectives although it is possible to note that the foundations now appear to be in place so that we can be optimistic about the prospects for making further gains that impact on development results.

Both the Paris Declaration monitoring survey and evaluations have shown that significant results have been achieved. Efficiency and performance efforts, while important in their own right as a means to strengthening national ownership and public administration functions, are also supporting the effort to promote effective development results.

# 3. Trends in Development Cooperation

This chapter highlights the main trends in the provision of development assistance, focusing principally on the period 2009-2010 but also taking account of 2011 estimates and projections for the period beyond. The chapter also assesses Cambodia's leadership in promoting alignment of development assistance with country priorities and systems, in the context of the NSDP Update, which provides an operational framework for implementing the Rectangular Strategy – Phase II. In addition, it examines cooperation between the Royal Government of Cambodia and development partners and NGOs at national and sub-national levels.

## Total disbursements and the contribution of development cooperation

Since 2004, actual disbursements have risen from USD 555 million to USD 1,075 million in 2010 (see Figure Two below). This represents an annual average increase of 11.6% compared with the rate of growth of aid to all developing countries of 10.9% per annum over the same period. Despite constraints on public resource availability in donor countries, disbursements in 2010 for Cambodia show an increase of 7.4% compared to 2009. Overall the grant share of support rose steadily over the reporting period, increasing from 66% of all disbursements in 2004 to 75% in 2010, although loan-financed cooperation is projected to grow from 2012 onwards. Projections beginning with 2012 show that aid disbursements remain relatively robust, even though many programmes and projects beyond 2011 are still to be confirmed (the data shows resources committed and programmed, not merely indicated in a partner's country strategy).

Figure Two. Disbursements and projections 2004-2012 (USD million)

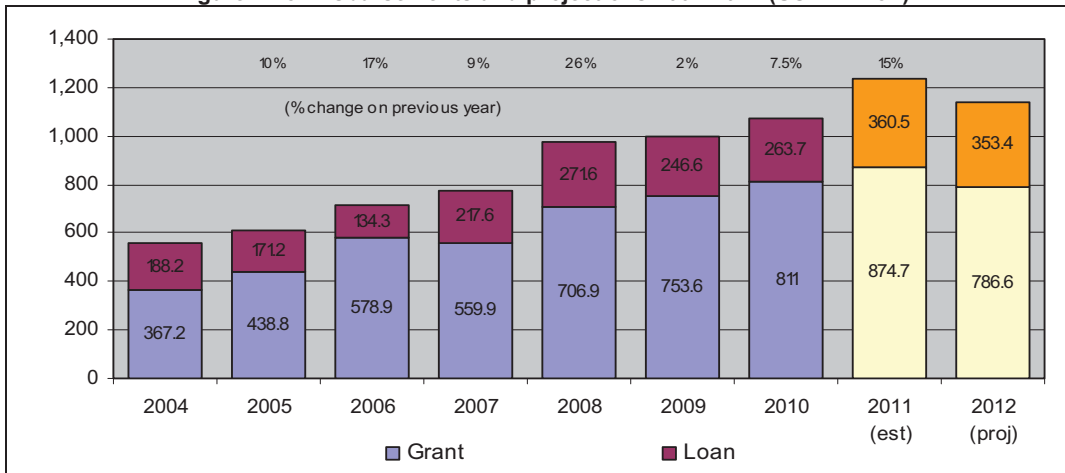


Figure Three. Aid per capita and ODA/GDP ratios

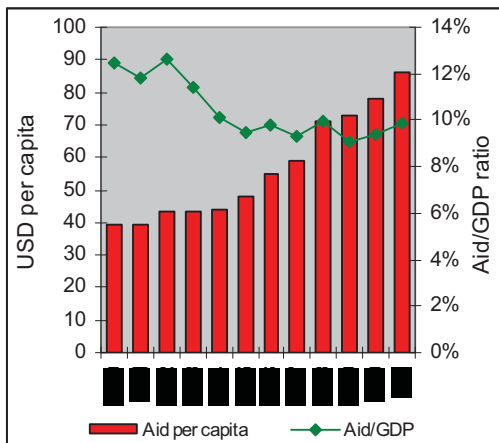


Figure Three reveals the broad trends of development cooperation provision and the relative importance of these resources in contributing to national development. The aid per capita ratio has almost doubled in the ten years from 2000, reaching USD 78 per capita in 2010. This ratio is driven by the fact that total ODA provision has more than doubled (USD 467 million in 2000) while population growth has been relatively stable. Conversely, the trend in aid/GDP ratio has, until 2008, been downwards as GDP growth has been robust, averaging 11.8% annually between 2000 and 2010, outstripping the average ODA annual growth rate of 8.7% over the same period. As a consequence of this rapid economic growth, the aid/GDP ratio has fallen below 10% since 2005 but has recently begun to increase again as growth of aid

inflows has increased at a faster pace than GDP since 2008. The broad downward trend in the ODA/GDP ratio highlights, however, that, as Cambodia moves towards middle-income status, aid dependency is likely to be reduced as ODA's relative share of financing in national development declines even as actual aid volumes may remain stable or even increase.

### ***NSDP Update 2009-2013 and resource requirements***

Maintaining the strategic focus of the Rectangular Strategy – Phase II, the NSDP Update clarifies responsibilities for policy implementation in a manner that is consistent with a stable macroeconomic outlook, and reconciles 'top down' planning processes, based on aggregate resource availability, with 'bottom up' approaches that respond to the priorities identified by line ministries and sub-national entities. Building on a foundation of macroeconomic stability, good governance and an enabling environment for broad-based economic growth, the NSDP Update reaffirms principles for effective partnership and to promote the impact of development assistance through the use of programme-based approaches. The NSDP Update's revised resource framework includes new priority programme areas including technical/vocational training and measures to mitigate the impact of the economic downturn on the poor and vulnerable (Table Four).

**Table Four. NSDP resource requirements 2009 – 2013 (USD million)**

Sector	2009-2013 NSDP Update
<b>Social Sectors</b>	
Education (basic = 60%)	700
Technical & vocational training	150
Health	700
Mitigation of vulnerability	250
<b>sub-Total</b>	<b>1,800</b>
<b>Economic Sectors</b>	
Agriculture & Land Mgmt: other than crops	250
<i>Seasonal crops: rice etc</i>	250
Rural Development	750
Manufacturing, Mining & Trade	250
<b>sub-Total</b>	<b>1,500</b>
<b>Infrastructure</b>	
Transportation (Primary & Secondary Roads)	750
Water and Sanitation (excluding rural)	250
Power & Electricity	250
Post & Telecommunications	75
<b>sub-Total</b>	<b>1,325</b>
<b>Services &amp; Cross Sectoral Programmes</b>	
Gender Mainstreaming	50
Tourism	50
Environment and Conservation	250
Community and Social Services	100
Culture & Arts	50
Governance & Administration	500
<b>sub-Total</b>	<b>1,000</b>
Unallocated	116
<b>Grand Total</b>	<b>5,741</b>

Source: NSDP Update Table 25

### ***Trends in development cooperation***

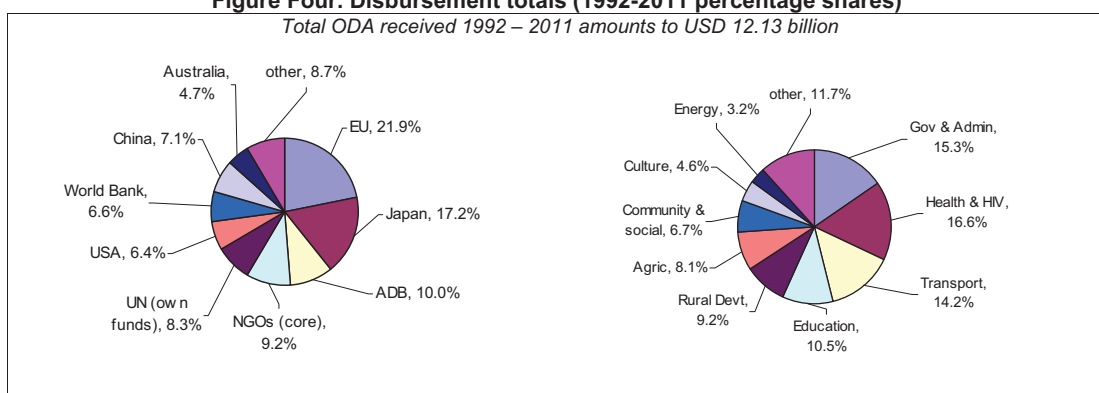
The positive upward trend in aid delivery to Cambodia, shown in Figure Two, reflects the strong efforts of the Royal Government in mobilising resources as well as the continued commitment of the international community to support Cambodia's development priorities. Over the period 1992 to 2011, a total of USD 12.13 billion has been disbursed to Cambodia by development partners, as reported through the Cambodia ODA Database. Figure Four highlights the relative shares of development partner contributions together with the main sectors that have benefited from this support. Major development partner contributions include:

- USD 2.65 billion by European Union countries and EU Commission (22% of total ODA received)
- USD 2.1 billion from Japan (nearly one-fifth of total ODA received since 1992)
- USD 1.2 billion from ADB, USD 1 billion from the UN, USD 0.8 billion from the World Bank
- USD 1.1 billion (approximately 10% of total aid) provided by NGOs own resources
- USD 0.86 billion from China, 90% of which has been disbursed since 2004



**Figure Four. Disbursement totals (1992-2011 percentage shares)**

Total ODA received 1992 – 2011 amounts to USD 12.13 billion



In terms of long-term trends in sector support (see Annex 1.5), health & HIV/AIDS has received the largest share of support (USD 2 billion representing 17% of total sector support) followed by Governance and Administration (USD 1.9 billion, including support for sub-national democratic development and decentralisation, other governance reforms and elections), transportation (USD 1.7 billion), education (USD 1.3 billion) and rural development (USD 1.1 billion equivalent to 9.2% of overall sector disbursement).

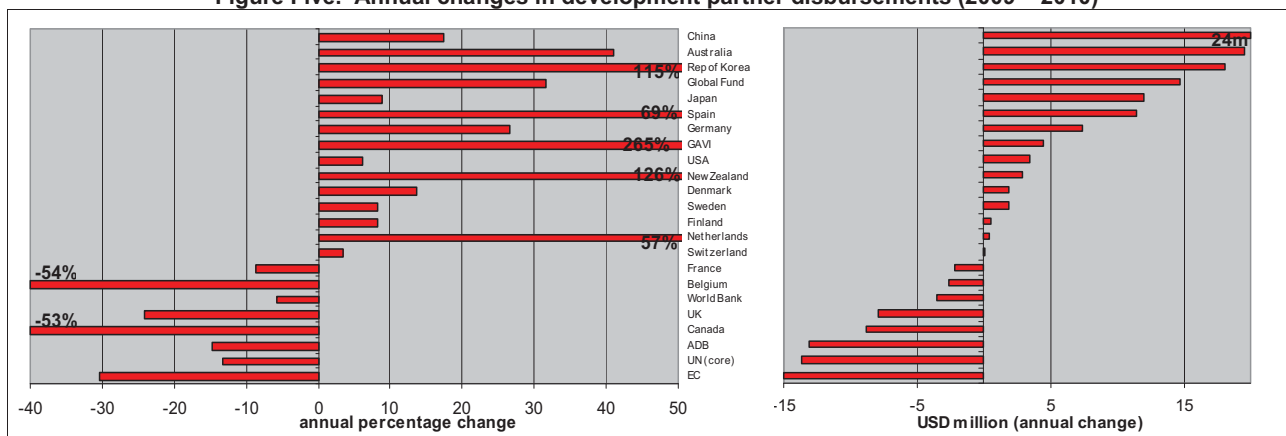
Turning to annualised data since 2005, Table Five details disbursements by development partner. Total combined ODA and NGO disbursements in 2010 amounted to USD 1,075 million. Japan remained the largest single source of development assistance in 2010 disbursing USD 146 million (a 9% increase from the previous year), while China has continuously increased its support, disbursing an estimated USD 138 million in 2010, mainly to the infrastructure sectors, representing 13% of total aid and an annual increase of 20%. A number of other partners increased their disbursements, including New Zealand and Korea, both of whom more than doubled their 2009 disbursement, Australia (41% increase), Spain (69%), Netherlands (57%) and Germany (27%). The outlook for 2011 is encouraging with an estimated USD 1,235 million disbursement, a total that is boosted by an estimated USD 211 million contribution by China and USD 150 million from ADB.

**Table Five. Disbursements and projections by development partner 2005-2013 (USD millions)**

Development partner	2005	2006	2007	2008	2009	2010		2011	2012	2013
						USD	%	(est)	Plan	Plan
<b>UN and multilaterals</b>										
UN programs (all funds)	91.8	96.3	98.6	118.8	148.9	115.6	10.8	104.4		
UN (own resources)	41.1	54	58.3	73.2	101.8	88.2	8.2	80.9	83.5	74.4
World Bank	37.8	24.5	47.5	41.7	60.4	56.9	5.3	96.0	97.5	66.7
IMF	0.3	83.5	0.9				0.0			
ADB	89.4	67.5	69.4	145.7	89.4	76.3	7.1	149.7	125.7	202.0
Global Fund	18.8	21.9	21.1	38.6	46.5	61.2	5.7	68.4	59.7	28.1
<b>Sub-Total</b>	<b>187.5</b>	<b>251.2</b>	<b>197.1</b>	<b>299.2</b>	<b>299.7</b>	<b>288.8</b>	<b>26.9</b>	<b>400.0</b>	<b>371.0</b>	<b>375.1</b>
<b>European Union</b>										
Belgium	11.7	7.3	7.2	2.8	4.8	2.2	0.2	2.1	0.2	0.4
Denmark	4.8	4.1	9.8	10.6	13.8	15.7	1.5	6.8	5.2	0.0
Finland	3.3	4.5	5.2	9.0	6.0	6.5	0.6	3.4	4.1	1.4
France	24.4	21.8	21.7	29.8	25.4	23.2	2.2	20.0	16.1	1.7
Germany	27.3	32.4	20.7	36.6	27.9	35.3	3.3	44.4	45.9	21.1
Netherlands	1.1	0.1	0.1	2.2	0.7	1.1	0.1	0.1		
Spain		2.8	3.5	6.1	16.6	28.0	2.6	11.4	9.4	2.8
Sweden	13.6	16.0	17.3	15.9	22.8	24.7	2.3	30.1	36.8	27.8
United Kingdom	20.6	20.7	23.7	29.6	32.6	24.7	2.3	17.8	14.6	5.7
European Commission	23.7	46.5	44.0	48.4	49.4	34.2	3.2	55.8	48.0	30.9
<b>Sub-Total: EU</b>	<b>130.6</b>	<b>156.1</b>	<b>153.2</b>	<b>191.0</b>	<b>200.7</b>	<b>196.3</b>	<b>18.3</b>	<b>192.5</b>	<b>180.3</b>	<b>91.8</b>
<b>Other bilateral partners</b>										
Australia	16.8	22.5	29.6	49.1	47.8	67.4	6.3	74.3	70.9	60.8
Canada	9.1	7.9	12.6	11.5	16.7	7.9	0.7	11.4	10.9	9.6
China	46.6	53.2	92.4	95.4	114.7	138.2	12.9	210.7	159.1	111.5
Japan	111.7	103.7	117.2	126.4	134.0	146.0	13.6	120.6	126.1	102.4
New Zealand	2.1	1.7	4.5	2.8	2.3	5.2	0.5	3.5	1.2	1.2
Republic of Korea	14.9	13.3	31.3	33.0	15.8	33.9	3.2	43.6	65.5	59.0
Switzerland	2.8	2.4	3.6	3.9	3.0	3.1	0.3	4.5	3.4	3.4
USA	43.3	51.0	58.1	55.7	56.9	60.4	5.6	57.2	75.1	
<b>Sub-Total</b>	<b>247.2</b>	<b>255.7</b>	<b>349.4</b>	<b>377.6</b>	<b>391.3</b>	<b>462.1</b>	<b>43.0</b>	<b>525.8</b>	<b>512.2</b>	<b>347.9</b>
<b>NGOs (core funds)</b>	<b>44.7</b>	<b>50.2</b>	<b>77.7</b>	<b>110.8</b>	<b>108.5</b>	<b>127.5</b>	<b>11.9</b>	<b>117.0</b>	<b>77.4</b>	<b>26.3</b>
<b>GRAND TOTAL</b>	<b>610</b>	<b>713.2</b>	<b>777.5</b>	<b>978.5</b>	<b>1,000.2</b>	<b>1,074.9</b>	<b>100</b>	<b>1,235.3</b>	<b>1,140.9</b>	<b>841.2</b>

These changes are highlighted in Figure Five below, which shows the actual and percentage changes in development partner disbursements between 2009 and 2010. Notable increases were received from many partners in the Asia-Oceania region including Japan, China, Korea, Australia and New Zealand. Overall, fifteen of twenty-two development partners, more than two-thirds, increased their support. The level of disbursement from the European Commission at an aggregate level is relatively stable during 2009-2010. The disbursement from some development partners, notably Canada, UK, Belgium, France, the UN (combined core funds) and ADB was at a lower level in 2010.

**Figure Five. Annual changes in development partner disbursements (2009 – 2010)**



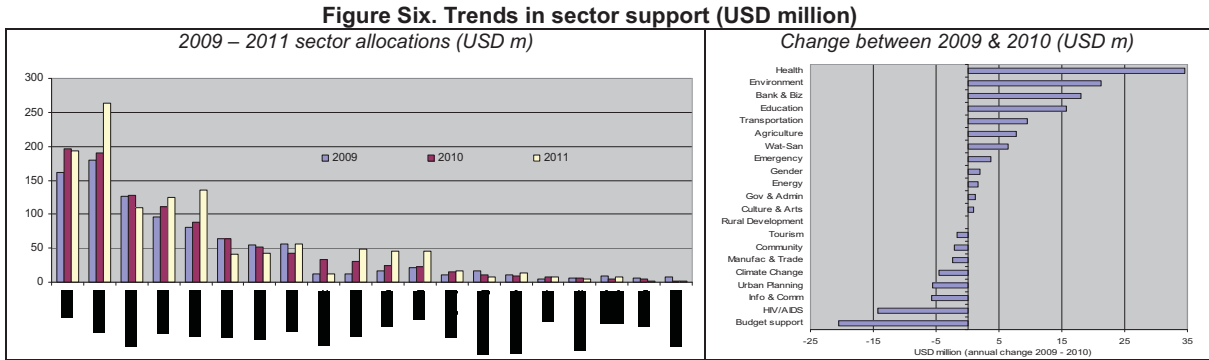
### Sectoral trends and resource allocation

Table Six, below, details trends in sectoral allocations of development assistance over the period 2004 to 2010. Significant funds continue to be allocated to the social sectors including health, HIV/AIDS and education, in which the combined share of support is more than 30% of all assistance in 2010.

**Table Six. Development cooperation disbursements by sector (2004-2011)**

Sector	2004	2005	2006	2007	2008	2009		2010		2011 (est)
	USD m	USD m	USD m	USD m	USD m	USD m	%	USD m	%	USD m
<b>Social sectors</b>										
Health	95.9	110.3	109	107.1	136.7	161.8	16.2	196.4	18.3	192.9
HIV/AIDS		25.4	35.4	42.0	57.9	56.3	5.6	42.0	3.9	56.1
Education	73.4	69.3	79.7	89.9	100.5	95.5	9.6	111.2	10.3	125.4
<b>sub-total</b>	<b>169.3</b>	<b>205</b>	<b>224.1</b>	<b>239</b>	<b>295.1</b>	<b>313.6</b>	<b>31.5</b>	<b>349.6</b>	<b>32.5</b>	<b>374.4</b>
<b>Economic sectors</b>										
Agriculture	45.3	33.8	123.5	46.4	46.1	80.9	8.1	88.7	8.3	135.5
Manufacturing, Mining & Trade	7.0	10.0	24.2	16.4	24.5	11.1	1.1	8.7	0.8	13.7
Rural Development	60.5	50.0	49.9	68.0	56.8	64.4	6.2	64.5	6.0	40.8
Banking and Business Services		12.7	9.7	15.9	44.9	12.8	1.3	30.8	2.9	48.9
Urban Planning & Management		3.9	0.9	2.0	4.5	16.1	1.6	10.5	1.0	8.4
<b>sub-total</b>	<b>112.8</b>	<b>110.4</b>	<b>208.2</b>	<b>148.7</b>	<b>176.8</b>	<b>185.3</b>	<b>18.3</b>	<b>203.2</b>	<b>18.9</b>	<b>247.3</b>
<b>Infrastructure sectors</b>										
Information & Communications	1.2	0.9	9.9	26.3	7.1	7.5	0.8	1.8	0.2	1.5
Energy, Power & Electricity	12.9	15.6	13.7	12.7	32.8	21.7	2.2	23.4	2.2	45.1
Transportation	82.0	73.9	54.8	97.4	161.9	180.3	18.1	189.8	17.7	263.9
Water and Sanitation	4.9	24.5	18.2	17.2	25.5	17.3	1.7	23.8	2.2	45.1
<b>sub-total</b>	<b>101</b>	<b>114.9</b>	<b>96.6</b>	<b>153.6</b>	<b>227.3</b>	<b>226.8</b>	<b>22.8</b>	<b>238.8</b>	<b>22.2</b>	<b>355.6</b>
<b>Services &amp; cross-sectoral</b>										
Community and Social Welfare	43.7	35.3	38.5	56.9	51.7	54.5	5.5	52.4	4.9	42.7
Culture & Arts	18.4	4.8	14.1	7.3	6.3	5.9	0.6	6.8	0.6	3.8
Environment & Conservation	19.6	12.3	14.6	8.3	16.7	11.5	1.1	32.3	3.0	11.5
Climate Change						9.1	0.9	4.5	0.4	7.4
Gender		2.6	3.8	5.7	5.5	5.2	0.5	7.1	0.7	8.0
Governance & Administration	46.8	67.3	96.8	108	118.5	126.0	12.6	127.3	11.8	109.3
Tourism		1.2	2.5	2.9	5.0	6.0	0.6	4.3	0.4	2.2
Budget & BoP Support		11.1	0.0	36.0	21.9	20.5	2.1		0.0	0.0
Emergency & Food Aid		3	0.4	1.9	16	11.1	1.1	14.8	1.4	16.8
<b>sub-total</b>	<b>128.5</b>	<b>137.6</b>	<b>170.7</b>	<b>227.0</b>	<b>241.6</b>	<b>249.8</b>	<b>25.0</b>	<b>249.5</b>	<b>23.2</b>	<b>201.7</b>
Other	43.9	42	13.4	9.2	37.5	24.6	2.5	33.6	3.1	56.25
<b>Total</b>	<b>555.4</b>	<b>610</b>	<b>713.2</b>	<b>777.5</b>	<b>978.5</b>	<b>1,000.2</b>	<b>100</b>	<b>1,074.9</b>	<b>100</b>	<b>1,235.3</b>

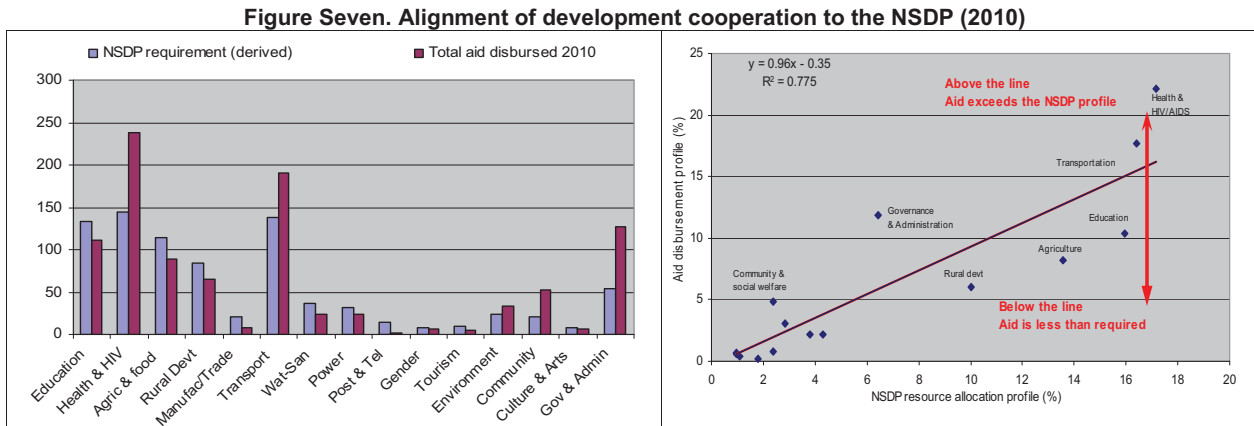
The social sectors continue to receive the largest share of external support from development partners, approximately one-third of all ODA in 2010. The health sector received a significant increase of support (20% year-on-year), increasing to USD 196.4 million in 2010 resulting from the increased support of the Global Fund and Australia. The education sector has also received increased support and its share of total ODA increased to just over 10% of all aid as a result of increased World Bank cooperation. Whereas, two sectors including Environment and Conservation (due to the increased support from Japan and European Commission) and Banking and Business Services (with an increased support from ADB and World Bank) received a remarkably raise in support of nearly 200% and 140% respectively in 2010 compared to the 2009 figure. The increasing support in environment and conservation responded to the need of support in this thematic sector in order to accelerate the mitigation and adaptation program implementation. Transportation, with support from China and South Korea, also increased in external support. Moreover, the agriculture sector has received an increase support from 8.1 % in 2009 to 8.3 % in 2011. The increase in aid to this sector is well aligned to support the Royal Government Policy on the Promotion of Paddy Production and Rice export. Sector allocations, and annual changes, are presented in Figure Six.



The 2010 data also reveals sectors that have witnessed a reduction in support. The level of support to HIV/AIDS was reduced, a reduction of USD 14.3 million, while other sectors that received a reduced allocation included Information and Communication, Urban Planning. Budget support was curtailed in 2010 so there was no further general budget support (although some sector support remains).

**Alignment to sector priorities through the NSDP**

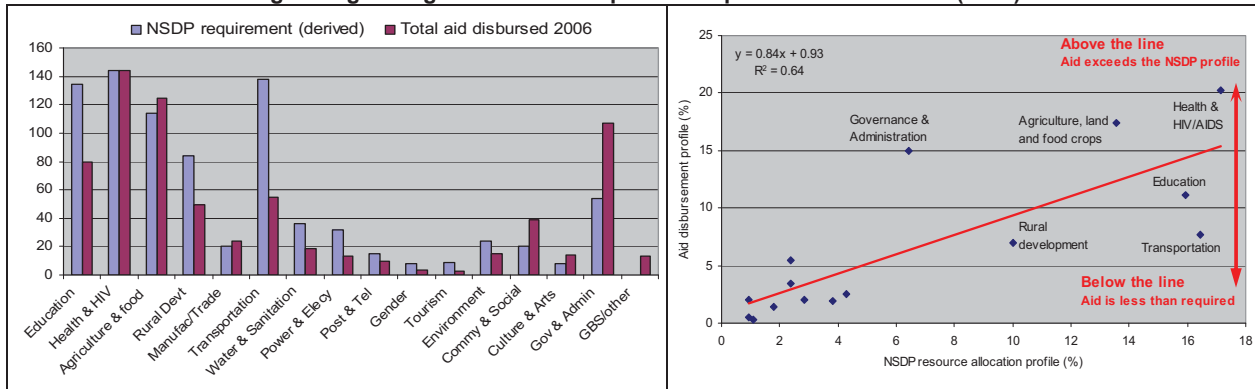
Figure Seven, below, shows both absolute resource requirements through the NSDP and disbursements by development partners in 2010 (left-hand column chart) and relative funding allocations (right-hand scatter plot). Governance & Administration, Health & HIV/AIDS, Transportation, and Community & Social Welfare are placed 'above the line' that distinguishes sectors that received high levels of external support compared to relative NSDP financing needs. Education, rural development and agriculture sectors continued to receive funding below the level of requirement in the NSDP, implying that they are relatively under-funded when compared with requirements set out in the NSDP Update 2009-2013.



Overall, there has been good progress in promoting the alignment of external resources with national and sectoral priorities, in both aggregate and relative terms, although there is still continued scope for improvement, perhaps most especially within sector programmes that still have potential for greater alignment (see, for example, comments in the most recent health SWiM evaluation). Since 2006 (see below), the development partners have increased their alignment to the Royal Government Sector priorities. The R-

squared coefficient of correlation that measures the degree of fit between the required and actual aid profiles increased from 0.64 in 2006 to 0.77 in 2010 and the slope of the line is very close to 1 (0.98) in 2010.

**Figure Eight. Alignment of development cooperation to the NSDP (2006)**



**Aid Predictability**

The 2011 Paris Declaration monitoring survey, a final round of aid effectiveness survey following 2006 and 2008 exercises, recorded aggregate disbursements of 90% of the 2010 scheduled figure. Table Seven, below, confirms this aggregate predictability for 2010 at 86% of resources committed by development partners at the 3<sup>rd</sup> CDCF meeting held in June 2010. The figure for 2011 is projected to be slightly lower at 84%.

**Table Seven. Predictability in aid disbursements/projections**

Development partner	2010			2011		
	CDCF MYIFF (June 2010)	Actual disbursement	% delivered	CDCF MYIFF (June 2010)	Projected disbursement	Projected % delivered
UN (core)	86.8	88.2	102%	80.9	82.1	101%
World Bank	122.8	56.9	46%	109.6	96.0	88%
ADB	153.8	76.3	50%	102.4	149.7	146%
Global Fund	75.9	61.2	81%	64.2	68.4	107%
Belgium	1.2	2.1	175%	0.3	2.1	618%
Denmark	15.4	15.7	102%	8.5	6.8	80%
Finland	7.6	6.5	86%	3.8	3.4	89%
France	23.6	23.2	98%	34.9	20.0	57%
Germany	65.6	35.3	54%	50.5	44.5	88%
Netherland	1.2	1.1	92%	0.1	0.1	100%
Spain	20.9	28.0	134%	2.1	11.4	543%
Sweden	26.7	24.7	93%	35.7	30.0	84%
UK	33.3	24.7	74%	16.8	17.8	106%
EC	60.3	34.2	57%	55.3	55.8	101%
Australia	61.0	67.3	110%	59.7	74.3	124%
Canada	7.4	7.9	107%	3.6	11.4	317%
China	100.2	138.2	138%	64.7	210.7	326%
Japan	131.9	146.0	111%	131.8	120.6	92%
New Zealand	3.7	5.2	141%	2.0	3.5	175%
Rep of Korea	26.8	33.9	126%	49.0	43.6	89%
Switzerland	2.8	3.1	111%	2.8	4.5	161%
USA	68.5	60.4	88%	79.3	57.2	72%
<b>Total</b>	<b>1,097.4</b>	<b>940.1</b>	<b>86%</b>	<b>958.0</b>	<b>1,113.9</b>	<b>116%</b>

Note. CDCF MYIFF data provided June 2010 for both 2010 & 2011, disbursement data as of October 2011

While aggregate predictability remains very good, there continues to be considerable diversity in some individual development partner delivery rates. Projected disbursements for 2011 are also available; the figure is 84%, which is again a sign of good levels of predictability. The Royal Government acknowledges this progress, first in providing indicative medium-term projections and, second, in making efforts to ensure predictable disbursements. Further efforts are required by both Government and its development partners, however, to provide and record accurate data and, more important, to implement programmes in a timely manner so that planning and budgeting efforts can be strengthened. The efforts of almost all development partners to provide information to the CDCF and to maintain up-dated records on disbursements and projections through the Cambodia ODA Database must be acknowledged with appreciation. In the context of public financial management reform, the Government will continue to work constructively with all partners so that a clearer picture of medium-term resource availability can be obtained and used to inform the national budget process and sector planning exercises, including through the Budget Strategic Plan exercise.

## Aid modalities

The Government's preferred management arrangement for ODA is through PBA, which can accommodate all financing modalities. The choice of modality remains important, however, as it will determine the extent to which resources can be programmed for physical investment and capacity development.

Figure Nine. Disbursements by type of assistance (USD million)

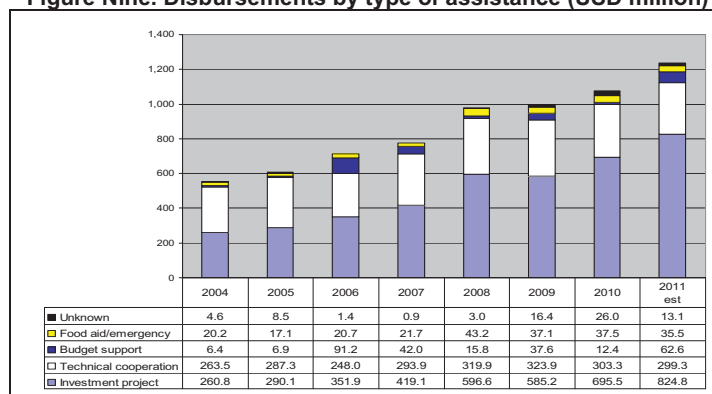


Table Eight. Development partner disbursements by type of assistance 2009-2011 (USD million)

Development partner	2009							2010							2011 (est)							
	FTC	ITC	IPA	BS	Food aid	other	Total	FTC	ITC	IPA	BS	Food aid	other	Total	FTC	ITC	IPA	BS	Food aid	other	Total	
<b>UN, IFI &amp; multilateral</b>																						
FAO	3.2				1.3	0.1	4.6	2.6				0.2		2.9	3.5							3.5
IFAD			4.3				4.3			3.8				3.8		0.8	4.0					4.8
ILO	1.8						1.8	2.1						2.1	1.9							1.9
UNAIDS	0.6						0.6	0.2						0.2	0.2							0.2
UNCOHCHR																						
UNDP	28.9				5.3		34.1	27.5				4.8		32.4	14.7					0.7	4.6	20
UNESCO	3.0						3.0	3.6						3.6	2.1							2.1
UNFPA	5.7		0.3				6.0	6.5		0.6				7.1	2.5							2.5
UNICEF		12.2					12.2		12.8					12.8		17.2						17.2
UNIDO	0.3						0.3	0.5						0.5	0.9							0.9
UNODC															0.5							0.5
WFP					23.4		23.4					19.6		19.6						23.8		23.8
WHO	11.5						11.5	2.9	0.2					3.1	2.6	1.0						3.6
World Bank	6.7	2.7	37.7	13.3			60.4	7.4	2.0	47.5				56.9	2.6	1.3	92.1					96
IMF																						
ADB	3.6	3.4	78.8		3.6		89.4	3.3	1.6	54.5	9.6	7.4		76.3	8.0	3.8	76.5	54.6	6.9			149.7
Global Fund			46.5				46.5			61.2				61.2			68.4					68.4
GAVI			1.7				1.7			6.2				6.2			5.0					5
<b>Sub-Total</b>	<b>65.2</b>	<b>18.3</b>	<b>169.3</b>	<b>13.3</b>	<b>33.6</b>	<b>0.1</b>	<b>299.7</b>	<b>56.7</b>	<b>16.6</b>	<b>173.8</b>	<b>9.6</b>	<b>32.0</b>	<b>0.0</b>	<b>288.8</b>	<b>39.4</b>	<b>24.0</b>	<b>246.1</b>	<b>54.6</b>	<b>31.3</b>	<b>4.6</b>	<b>400.0</b>	
<b>European Union</b>																						
Belgium	4.8						4.8	2.2						2.2	2.1							2.1
Denmark		0.2	13.6				13.8		0.4	15.4				15.7			6.8					6.8
Finland	6.0						6.0	6.5						6.5	3.4							3.4
France	7.9	1.6	15.8				25.4	7.3	0.5	15.3				23.2	6.7	0.3	13.0					20
Germany	22.2		5.7				27.9	22.7		12.6				35.3	25.8		18.6					44.4
Ireland					0.7	0.7							0.7	0.7							0.7	0.7
Netherlands					0.7	0.7	0.1						1.1	1.1							0.1	0.1
Spain	6.1				0.3	10.1	16.6	12.7					15.3	28	11.4							11.4
Sweden	0.6	22.2					22.8	1.9	11.8	10.9				24.7	5.5	24.6						30.1
UK	27.7		4.4	0.5			32.5	22.5		1.9	0.3			24.7	17.2				0.6			17.8
EC	37.9		4.3	3.4		3.9	49.4	28.9		2.2	2.4		0.6	34.2	38.1		8.4	7.4		1.8		55.8
<b>Sub-Total</b>	<b>113.2</b>	<b>24.0</b>	<b>43.8</b>	<b>3.8</b>	<b>0.3</b>	<b>15.5</b>	<b>200.7</b>	<b>104.7</b>	<b>12.7</b>	<b>58.4</b>	<b>2.8</b>	<b>17.6</b>	<b>0.0</b>	<b>196.3</b>	<b>110.2</b>	<b>24.9</b>	<b>46.7</b>	<b>8.0</b>	<b>2.6</b>	<b>192.5</b>		
<b>Other bilateral partners</b>																						
Australia	34.4		10.3		3.1		47.8	40.9		21.0		5.5		67.4	43.2		27.0			4.2		74.3
Canada	16.7						16.7	7.9						7.9	11.4							11.4
China		2.9	111.8				114.7			138.2				138.2			210.7					210.7
Japan	42.4	0.3	70.0	20.5		0.8	134.0	41.8	1.5	94.5			8.3	146	32.5	1.4	80.9				5.9	120.6
New Zealand	2.1	0.3					2.3	3.7	1.0	0.5				5.2	1.7	1.3	0.5					3.5
Rep of Korea	3.4	0.3	11.9		0.1	0.1	15.8	15.3		18.6				33.9	8.9	0.5	34.2					43.6
Switzerland		0.3	2.8				3.0		0.3	2.9				3.1			4.5					4.5
USA			56.9				56.9			60.4				60.4			57.2					57.2
<b>Sub-Total</b>	<b>99.0</b>	<b>4.0</b>	<b>263.7</b>	<b>20.5</b>	<b>3.2</b>	<b>0.9</b>	<b>391.3</b>	<b>109.6</b>	<b>2.8</b>	<b>336.0</b>	<b>5.5</b>	<b>8.3</b>	<b>0.0</b>	<b>462.1</b>	<b>97.6</b>	<b>3.2</b>	<b>415.0</b>	<b>4.2</b>	<b>5.9</b>	<b>117.0</b>	<b>117.0</b>	
<b>NGO (core)</b>	<b>0.1</b>		<b>108.3</b>				<b>108.5</b>	<b>0.2</b>		<b>127.3</b>				<b>127.5</b>			<b>117.0</b>					<b>117</b>
<b>TOTAL</b>	<b>277.5</b>	<b>46.4</b>	<b>585.2</b>	<b>37.6</b>	<b>37.1</b>	<b>16.4</b>	<b>1,000.2</b>	<b>271.2</b>	<b>32.1</b>	<b>695.6</b>	<b>12.4</b>	<b>37.5</b>	<b>26.0</b>	<b>1,074.7</b>	<b>247.3</b>	<b>52.1</b>	<b>824.8</b>	<b>62.6</b>	<b>35.5</b>	<b>13.1</b>	<b>1,235.3</b>	



Continued increased investment in a number of sectors in 2010, including transportation, a priority identified in the NSDP, provides further evidence of increased development partner alignment with national investment and infrastructure priorities. Investment projects amounted to USD 696 million in 2010, equivalent to 65% of total aid, compared to USD 303 million (28% of the total) provided in the form of technical cooperation. Emergency support (including Typhoon Ketsana recovery), shows a small increase of disbursements in 2010 to USD 37.5 million, (Table Eight, above) a figure that may rise further in 2011 as support to flood-affected areas is provided.

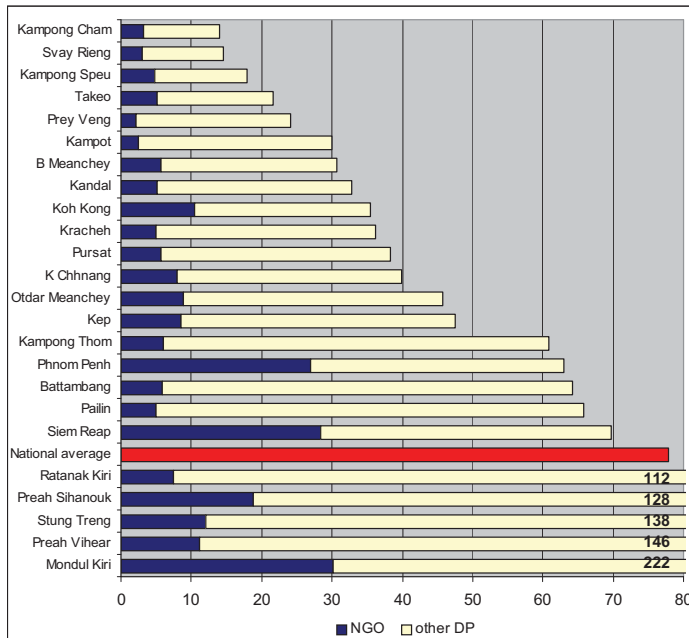
### Support to the provinces

**Table Nine. Provincial support 2008-2011 (USD million)**

Province	2008	2009	2010	2011 (est)
Phnom Penh	73.5	70.2	86.3	111.2
Battambang	27.6	44.1	67.8	93.6
Siem Reap	54.2	55.2	64.5	66.3
Kandal	77.4	36.7	42.8	19.1
Kampong Thom	19.4	35.4	39.7	40.4
Preah Sihanouk	23.8	36.1	29.2	26.6
Preah Vihear	8.4	25.1	25.7	24.5
Kampong Cham	20.4	21.6	24.3	25.0
Prey Veng	25.3	17.2	23.7	19.6
Banteay Meanchey	21.7	24.6	21.5	33.1
Other provinces	233.2	175.1	175.3	232.2
Nationwide	393.6	458.9	473.9	543.6
<b>Total</b>	<b>978.5</b>	<b>1000.2</b>	<b>1,074.7</b>	<b>1,235.2</b>

Information drawn from the Cambodia ODA Database enables the analysis of trends of ODA support at provincial level that is in-line with the government's priorities for sub-national development. Table Nine shows that 55-60% of total development assistance is typically disbursed at sub-national level. The 2010 data also shows that development assistance to the ten largest beneficiary provinces amounted to USD 425.5 million, compared to the USD 175 million received by the other fourteen provinces combined. Phnom Penh is the largest recipient, managing USD 86 million (23% higher than in 2009), followed by Battambang (USD 68 million) and Siem Reap (USD 65 million). Koh Kong and Kep provinces continued to receive the lowest levels of support amounting to USD 4.3 million and USD 1.8 million respectively in 2010.

**Figure Ten. Provincial support 2010 (USD per capita)**



### Provincial support per capita

On a per capita basis, trends in provincial disbursements are broadly consistent with those reported in previous year's analysis, distributed around a national average of USD 78 per person. The variance around the national average has narrowed slightly from previous years, however, so that the highest aid per capita recipient province, Mondul Kiri, received USD 222 in 2010, sharply reduced from the USD level of USD 410 in 2009. By contrast, Kampong Cham, a more densely populated province that received total ODA support of USD 24.3 million in 2010, was once again at the lowest end of the distribution, although aid per capita figures increased marginally from USD 12 in 2009 to USD 14.

### NGO support to national development

Figure Ten also highlights the significant contributions of NGOs in sub-national development, especially to Mondul Kiri (USD 30 p.c), Siem Reap (USD 28 p.c), and Phnom Penh (USD 27 p.c.). Overall the data shows that provincial development is well supported by development partners, particularly through the Commune Sangkat Fund (Annex 1.7 provides greater detail on provincial support). Recent efforts of CRDB/CDC to validate and maintain NGO data through the on-line NGO Database resulted in improved data gathering and validation of NGO activities, which demonstrates their contribution to national development efforts. The on-line NGO Database recorded the information of 1,376 local and international NGOs; however, only 310 NGOs (including 240 international NGOs) reported detailed project/program activities. CRDB/CDC continued its efforts to gather data through providing training on NGO data-entry in conjunction with dialogue on coordination and results-based approaches with 500 local and international NGOs and 25 government ministries/agencies. The training has promoted improved dialogue for promoting coordination and accountability consistent with the increased understanding of aid management mechanisms and policies in Cambodia.

The role of NGOs in supporting national development, especially through service provision and in policy advocacy, has proved significant. At sector level, NGOs are represented in 16 of the 19 Technical Working Groups in order to ensure they can provide relevant assistance and services in their area of work. Confirmed disbursement of NGO resources including their core funds and those provided by development partners is shown in Figure Eleven. This identifies growth in the period since 2005, reaching USD 220 million in 2010.

**Figure Eleven. NGO disbursements 2005-2010 (USD Million)**

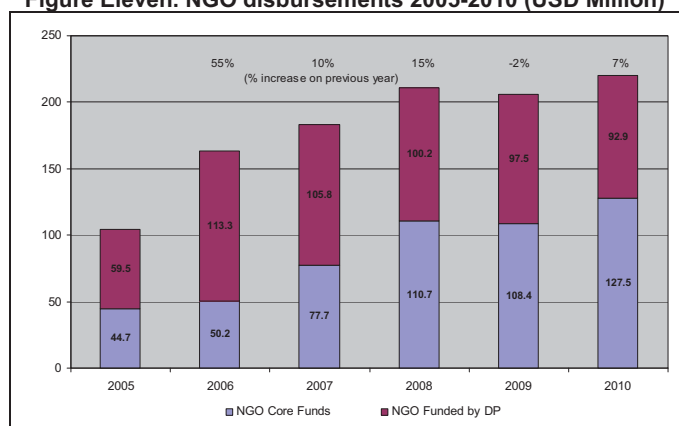


Table Ten, below, shows the sectoral allocation of NGO core funds as well as their implementing partner role. NGOs delivered USD 127.5 million of their own funds (12% of total aid) in 2010 and managed an additional USD 92.8 million (8.6% of total) of development partner resources. NGOs therefore provide or manage more than 20% of total aid to Cambodia. Table Ten also shows the consistency between the main areas of activities and sectors to which NGO core funds are channeled and NSDP priorities. Health care (notably Kanata Bopha's USD 27 million, more than 60% of total NGO health funding) is supplemented by significant development partner support to HIV/AIDS, and to other community and welfare services. Health, HIV/AIDS, education and community-based projects comprise approximately 75% of total NGO activity.

**Table Ten. NGO core funding to sectors and delegated cooperation 2009-2011 (USD million)**

Sector	2009						2010						2011 (est)					
	NGO Funded by DP		NGO Core Funds		Total		NGO Funded by DP		NGO Core Funds		Total		NGO Funded by DP		NGO Core Funds		Total	
	USD	%	USD	%	USD	%	USD	%	USD	%	USD	%	USD	%	USD	%	USD	%
Health	27.5	28	32.5	30	60.0	29.0	30	43.8	34.4	71.7	32.5	26.5	30.7	45.9	40.3	72.4	36.1	
Education	4.2	4.3	28.7	27	33.0	16	4.5	4.9	35.1	27.5	39.6	18	5.3	6.1	35.5	31.2	40.8	20.4
Agriculture	9.1	9.3	1.6	1.5	10.7	5.2	5.9	6.4	1.9	1.5	7.8	3.5	10.4	12.1	2.3	2.0	12.7	6.3
Manufac/Trade	5.5	5.6	0.0	0.0	5.5	2.7	4.9	5.3	0.0	0.0	4.9	2.2	4.0	4.6	0.0	0.0	4.0	2.0
Rural Development	5.6	5.7	1.6	1.5	7.3	3.5	4.3	4.6	1.7	1.3	6.0	2.7	3.2	3.7	1.4	1.2	4.6	2.3
Banking & Business	0.4	0.4	0.5	0.5	0.9	0.4	0.4	0.4	0.2	0.2	0.6	0.3	0.0	0.0	0.0	0.0	0.0	0.0
Info & Comms	0.2	0.2	0.0	0.0	0.2	0.1	0.3	0.3	0.0	0.0	0.3	0.1	0.0	0.0	0.0	0.0	0.0	0.0
Energy & Power	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Transportation	0.0	0.0	0.1	0.1	0.1	0.0	0.0	0.0	0.1	0.0	0.1	0.0	0.0	0.0	0.1	0.1	0.1	0.0
Water & Sanitation	1.4	1.4	0.0	0.0	1.4	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0.3	0.4	0.0	0.0	0.3	0.2
Community & Social	4.2	4.3	35.1	32	39.3	19	4.9	5.3	36.8	28.9	41.7	18.9	2.1	2.4	23.3	20.5	25.4	12.7
Culture & Arts	0.0	0.0	0.1	0.1	0.1	0.1	0.0	0.0	0.4	0.3	0.4	0.2	0.0	0.0	0.3	0.2	0.3	0.1
Env't & Conservation	1.4	1.5	3.6	3.3	5.0	2.4	2.2	2.3	3.5	2.7	5.6	2.6	4.2	4.8	2.5	2.2	6.6	3.3
Gender	1.1	1.2	0.3	0.3	1.4	0.7	0.5	0.5	0.1	0.1	0.6	0.3	0.5	0.6	0.0	0.0	0.6	0.3
HIV/AIDS	15.5	16	3.3	3.1	18.9	9.2	13.6	14.6	3.6	2.8	17.2	7.8	14.6	16.9	0.9	0.8	15.5	7.7
Governance	18.3	19	0.2	0.2	18.5	9	18.6	20	0.1	0.1	18.6	8.5	13.8	16.0	0.1	0.1	13.9	6.9
Tourism	0.3	0.4	0.1	0.1	0.4	0.2	0.2	0.2	0.0	0.0	0.2	0.1	0.0	0.0	0.0	0.0	0.0	0.0
Emergency & Food	2.2	2.3	0.0	0.0	2.2	1.1	1.7	1.9	0.0	0.0	1.7	0.8	0.4	0.5	0.0	0.0	0.4	0.2
Climate Change	0.0	0.0	0.1	0.1	0.1	0.1	2.0	2.2	0.2	0.1	2.2	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Other	0.6	0.6	0.6	0.5	1.2	0.6	0.9	1.0	0.1	0.1	1.1	0.5	1.0	1.2	1.7	1.5	2.7	1.4
<b>Total</b>	<b>97.5</b>	<b>100</b>	<b>108.5</b>	<b>100</b>	<b>206.1</b>	<b>100</b>	<b>92.8</b>	<b>100</b>	<b>127.5</b>	<b>100</b>	<b>220.4</b>	<b>100</b>	<b>86.4</b>	<b>100</b>	<b>113.9</b>	<b>100</b>	<b>200.3</b>	<b>100</b>

Development partner and NGO activities complement those of the Government in health, education, agriculture and rural development (with development partners providing the greater share of total NGO funds to these latter two). The area in which development partners delegate their second largest share of funds is in governance and administration (20% of all support provided) whereas NGOs themselves direct limited funds to this activity. Likewise, NGOs implement a range of activities related to private sector development in the manufacturing & trade sector, although this is 100%-funded by development partners. Although some sectors, water and sanitation for example, are either at a low level or zero, it is likely that some activities of this nature are included in Community and Social Welfare sector classifications.

**Table Eleven: Ten largest NGOs (2010 USD million)**

NGO	2010 core funds
Kantha Bopha Foundation	27.0
World Vision Cambodia	9.0
Pour un Sourire d'Enfant	6.0
Don Bosco Foundation of Cambodia	3.3
Action Aid International Cambodia	2.7
Medecins Sans Frontieres - France	2.6
The Asia Foundation	2.2
Cambodian Children's Fund	1.9
Caritas Cambodia	1.9
<b>Total</b>	<b>56.51</b>

Table Eleven identifies the ten largest NGOs in Cambodia in 2010, based on disbursements of core resources. Together they account for approaching half of all NGO financing (44%). This highlights the importance for the Government of working closely with these NGOs and their partners to ensure synergy and complementarity in their work.

These trends in NGO support, which show the extent of their own resourcing, their role in managing significant sums of development partner ODA and in operating at sub-national level primarily in the provision of social services, has shown the importance of cooperation in improving the effectiveness of aid management from all relevant partners including NGOs. Specifically in Cambodia context, NGOs (the Cooperation Committee for Cambodia, NGO Forum and MEDiCAM) have participated in policy dialogue through coordinating development assistance mechanism, such as GDCC and CDCF. NGOs are also involved in sectoral dialogue through the TWG mechanism. Presently among 19 TWGs, there are 16 TWGs in which NGOs participate in discussion.

In 2011, CRDB/CDC organised three workshops on the topic of the 'Effectiveness of Aid Management for NGOs' with participants from 10 provinces. These workshops provided an opportunity to NGOs to develop a further understanding on the aid effectiveness agenda, learning and sharing with each other good lessons and strengthening partnership and cooperation between Government and NGO/CSOs. Through these workshops, NGOs have greater awareness of the importance of the five principles of the Paris Declaration in strengthening aid effectiveness at both national and sub-national levels. These include:

- **Ownership:** continue to strengthen the capacity of the NGO and its staff in preparing a comprehensive strategic plan and operational plan that is relevant to respond to the priority needs of the poor and vulnerable people living in community.
- **Alignment:** direct attention on government's prioritised sectors, including climate change issues, so as to respond to identified needs and increase resource mobilisation. At sub-national level, NGOs have been integrating their plans into the commune development plan.
- **Harmonisation:** some NGOs have made effort to streamline working arrangements and procedures, for example, Oxfam will integrate its sister agencies together, as will Save the Children.
- **Managing for Results:** project activities of NGOs contribute to results which respond to specific needs of the target community. There is also a request for a single national monitoring and evaluation framework that NGOs can incorporate into their own monitoring arrangements.
- **Mutual Accountability:** continue to promote accountability and transparency in resource utilisation. In this context, it is required to convene further dialogue between citizens, NGOs, development partners and government.

According to the PBA framework that has been adopted, NGOs can be part of a PBA, even though their funding will be managed outside of the RGC system. NGOs can, for example, provide inputs during policy formulation, implementation and monitoring. All of these activities reflect the flexibility of the PBA in accommodating all aid modalities and partnerships. In this regard, CRDB/CDC also provided opportunities to the Cooperation Committee for Cambodia, the NGO Forum on Cambodia and MEDiCAM to participate in the two-week residential training in Manila in 2011 as well as joining TWG Network meetings.

As part of NGOs efforts to promote accountability and transparency in their working practices, an innovative Voluntary Certificate System for NGOs is now in its fourth year of existence. The *Code of Ethics* for NGO and the *Minimum Standards* were developed by the NGO sector, which is led by the Cooperation Committee for Cambodia. By the end of 2010, 102 NGOs had applied to participate and 31 have received a certification.

There has been much progress in recording and supporting the coordination of NGO assistance. However, much work still needs to be done to make progress towards the objectives of the Rectangular Strategy – Phase II and the Cambodia Millennium Development Goals. The partnership between the Royal Government and all of its development partners and NGOs must consolidate the diversity and complementary roles that each can bring to the national development efforts. The draft law on NGOs provides a specific roles and responsibilities of NGOs as their complementary role in Cambodia's development.



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## 4. Policy Issues and Directions

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The analysis presented in this Development Effectiveness Report draws on a wide range of available lessons and evidence. This demonstrates the commitment of the Royal Government to evidence-based policy making that can support the implementation of results-based actions that deliver effective development. In this way the development partnership can be managed and guided so that the objectives of the Rectangular Strategy – Phase II and the Cambodian Millennium Development Goals may be realised. Appropriate policy prescriptions require that a rigorous diagnosis first be undertaken and the analysis presented in this Report attempts to accurately identify areas of progress on which to build, remaining challenges that need to be addressed, and new opportunities and issues that require consideration of the Royal Government and its development partners. This chapter therefore considers policy priorities for Cambodia, including to inform the position to be taken by the Royal Government at the forthcoming Fourth High-level Forum on Aid Effectiveness that will take place in Busan, Republic of Korea.

The analysis to date highlights the following key policy lessons and implied future directions:

- The Paris Declaration monitoring survey shows significant progress across most indicators. This suggests that the effort to implement and monitor key initiatives needs to be maintained where it is felt to be relevant to the aid management efforts at sector level. Strengthening and using national planning, budgeting and monitoring systems are perhaps the areas where continued progress is most needed.
- The Evaluation of the Paris Declaration and the JMIs identify a plausible link between aid effectiveness initiatives and development results. This relationship can be strengthened through actions to establish results-based approaches at sector level linked to comprehensive resource allocation frameworks, complemented by external support that is fully incorporated into these processes.
- The use of programme-based approaches demonstrates the potential to support better organisation and results. PBAs have been successful where Government leadership and development partner commitment combine to develop a coherent and holistic approach to sector working processes, especially related to policy, planning, budgeting, and monitoring.
- Sustainable results will be achieved through strengthening country systems and the core reforms – in Public Administration Reform, Public Financial Management, Sub-National Democratic Development and Legal and Judicial Reform – will be the main vehicles for improving public services. Partnership work must focus on integrating these reforms more fully in sector, project and capacity development activities.
- Effective and broad-based partnering, for example with civil society and the private sector, requires that we recognise and accommodate the complexity of multi-stakeholder partnerships through more effective relationship-building and dialogue. Robust monitoring frameworks that assure mutual accountability for achieving the desired development results must be complemented by efforts to work more collaboratively on priority issues.
- The context in which development partnerships operate is changing. The national and global partnership is focusing more on the role of development cooperation as a catalyst for broad-based growth, working with a wider range of national and regional development actors and sources of finance that includes South-South Cooperation. New partnering arrangements must be responsive to this changing context as Cambodia continues to grow towards middle-income status.

As stated above, these priorities will inform the position of the Royal Government for the Busan High-level Forum and will also be combined with the Outcome Statement from that meeting so that global commitments are contextualised, prioritised and adapted to ensure they are relevant for implementation in Cambodia. These issues will therefore form the centrepiece for future policy work on strengthening the development partnership and focusing on effective development. Following the ending of the 2006-2010 implementation period for the Strategic Framework for Development Cooperation Management and the Royal Government's Harmonisation, Alignment and Results Action Plan these issues will also be included amongst the priority areas for discussion and analysis during the preparation of a new policy on development cooperation management. This exercise will begin during 2012, first with an adaptation of the Busan global commitments and then to develop a new comprehensive development cooperation management framework based on a more in-depth review.

The diagram below shows that policy priorities for promoting development effectiveness can be classified under three broad headings: (i) completing the 'unfinished agenda' of the Paris Declaration's work on aid effectiveness; (ii) promoting initiatives that will ensure that our partnership and aid effectiveness efforts translate into development results; and (iii) identifying emerging issues, risks and opportunities, that need to be accommodated in the evolving development partnership over the next years.

**Figure Twelve. Policy priorities in promoting development effectiveness**



**The 'unfinished agenda' of the Paris Declaration**

The Royal Government will continue to pursue and promote further progress in issues that remain aid effectiveness priorities. This includes additional measures to strengthen national ownership and policy coherence through initiatives such as harmonising planning-budgeting-ODA management process, under the leadership of the Ministry of Planning, and complementing the NSDP with a robust monitoring system. This work must then be mirrored at sector level to ensure a strong link between policy, resource allocation and results monitoring, allowing the impact of domestic and more closely-aligned external resources to be reviewed for their impact on development results.

The Government's reform programme – public financial management, public administration reform, sub-national democratic development – and policy coherence across these reforms, will be the most viable, effective and sustainable means of developing capacities, improving service delivery and implementing commitments to effective aid partnerships. Partnership and aid management initiatives can work to support the implementation of the reform programmes by supporting Government agencies and TWGs in their application, disseminating information, promoting peer exchange across Government and supporting priority setting and lesson-learning through the TWG Network. This will increase the potential for the reforms to work at central, sector and sub-national levels to ensure a coherent, consistent and sustainable approach to developing capacities and promoting performance. At the level of aid-financed projects, efforts will also be made to ensure that programme implementation units contribute to coherent capacity and systems development, including, for example, by adapting Standard Operating Procedures in a manner that is supportive of Government's reforms and systems strengthening efforts.

The use of programme-based approaches was established as the Royal Government's "preferred tool to implement sector strategies and reform programs for accelerating the alignment of all domestic and external resources to the Royal Government of Cambodia's priorities as articulated in the Rectangular Strategy Phase II and the National Strategic Development Plan Update" through Decision number 57 of November 2010. As a vehicle for promoting the coherent implementation of the main reform programmes, PBAs are a means to strengthen Government's own systems, ensure domestic and external resources are aligned and programmed through a comprehensive Budget Strategic Plan exercise, coordinate technical cooperation and capacity development initiatives and to promote joint reviews of progress based on

principles of mutual accountability. PBAs will therefore be the main focus of aid management efforts and CRDB/CDC will continue to facilitate and coordinate the effort to establish and strengthen them in a manner that is relevant and effective. Following the Busan High-level Forum, the Royal Government will work with partners in early 2012, principally through the Partnership and Harmonisation TWG, to undertake a light review of policy priorities and dialogue arrangements in order to ensure that global agreements are contextualised and adapted to Cambodia's own perspectives on aid effectiveness.

### ***Broader and more effective development partnerships***

The Royal Government has implemented a number of useful initiatives dedicated to strengthening partnerships in recent years. In addition to regularly reviewing the work of the GDCC, promoting the use of Partnership Principles and setting out Guidelines, including on the Functioning of TWGs and the Management of Technical Cooperation, it is perhaps one of few partner countries to have focused explicitly on identifying and strengthening the qualitative aspects of partnering such as trust, transparency and mutual benefit (the three pillars on which the "Making Partnerships Effective in Cambodia" exercise was founded). Stronger partnerships are necessary to ensure that risks associated with increasingly innovative forms of development cooperation – using national systems, complementing private sector partnerships – can be pooled, shared and jointly managed in order to ensure that development cooperation can play a meaningful role in a broader multi-partner approach to effective development.

As the focus of our work increasingly turns to development effectiveness and assessing results achieved by the aggregate efforts of all those involved in national development, the Royal Government acknowledges that broader partnership arrangements must be established. Increasingly the 'place of aid' as a factor in promoting national development goals must be understood and contextualised in a broader perspective that recognises the roles, and responsibilities, of other development actors and sources of non-aid development finance, including the private sector, regional partners, civil society actors and, not least, the Government itself. With this in mind, the current TWG, GDCC and CDCF arrangements will be fully reviewed in the latter half of 2012 as part of the preparations of a new development cooperation policy framework. Included in these initiatives will be the transition from the CDCF to the Cambodia Development Forum, which will seek to combine the work of the CDCF and Government-Private Sector Forum. This over-arching forum for policy dialogue will also be linked to the GDCC to ensure that a wider range of issues related to implementation of Rectangular Strategy priorities are discussed and monitored through tools such as the JMIs.

Monitoring the results achieved through these partnerships is perhaps where there is most unexplored potential. The JMIs, and the underlying work process that supports them, will also be reviewed to ensure that the principles of results-based monitoring and mutual accountability are strengthened and incorporated into new partnership arrangements that extend down to sector, thematic and project level. CRDB/CDC's own mandate for monitoring the impact of development cooperation will also be reviewed to consider how aid interventions can be more closely linked to Government priority results areas as well as the contributions of other actors. The use of the ODA Database is one area for review, for example, to consider how project monitoring can include a recording of output/outcome results as well as supporting the monitoring of post-Busan aid effectiveness commitments. Strengthening the ODA and NGO Databases as information management tools, building on the strong foundations already in place, will also promote its role in supporting the PFM reform and development of sectoral and sub-national resource frameworks (e.g. Budget Strategic Plans) and development, providing a comprehensive, accurate and timely view of development partner and NGO support. CRDB/CDC's own capacities for monitoring, which have been greatly strengthened in recent years, may also be extended to supporting similar work in other Government agencies and TWGs.

Addressing these initiatives and incorporating them into a coherent policy framework is a formidable undertaking. This work will therefore be addressed over an extended period, building on the Busan policy review work to take place in early 2012 under the leadership of CRDB/CDC and support from the Partnership and Harmonisation TWG. The objective will be to produce a policy on development cooperation management and a partnership dialogue architecture that accommodates a broader range of partners and their contribution to national development in order to secure results.

### ***New issues and opportunities for the development partnership***

A review of new issues, opportunities and challenges is closely linked to the observations made in the previous section on efforts to broaden and strengthen partnership, as each new partnership brings with it new insights and perspectives on development effectiveness. Policy work in the second half of 2012 must also, therefore, consider these emerging issues in order to ensure its relevance and impact as Cambodia's development environment changes swiftly. As middle-income status approaches, the role, and relative

significance, of development cooperation must adapt and respond to the needs of a growing and increasingly sophisticated economy and society.

During 2011, the Royal Government has participated in a number of regional and global conferences to consider the role of aid as a 'catalyst' for growth and national development. Although this notion is still relatively undeveloped it comprises a number of emerging themes that resonate in the Cambodia context. First, it recognises that aid dependence is likely to fall increasingly rapidly, not because ODA levels may decline but due to rising domestic resource mobilisation efforts. Once non-aid sources of development finance are brought into the picture, the relative significance and expected contribution of aid to national development must be further modified. Second, for Cambodia this means that development partnerships, both individual and collective, must be increasingly adaptive and responsive to issues such as infrastructure needs (the 'crowding in' of private sector activity), financial sector development, trade facilitation, regional integration, legal frameworks, equity concerns related to income distribution and opportunity, and the provision of an educated, healthy and productive labour force. Third, approaching middle-income status will mean that Cambodia can more fully and confidently take its place in the region and the world with increased trade, investment and other economic relationships with neighbours and partners but it will also bring a range of new challenges. Among them will be to work simultaneously towards effective use of development cooperation while working towards a long-term exit from aid, requiring that partnerships focus on developing productive capacity and sustainability, establishing robust national systems in-line with international and regional norms, and complementing other sources of external as well as domestic resources. Finally, the examples provided by some partners, for example Japan, Korea, Australia and China, who increasingly complement their development cooperation and trade and investment activities provide an indication of how partnerships may evolve over the medium-term.

During this transition towards middle-income status and reduced aid dependence, it is likely that South-South Cooperation will become an increasingly valuable source of expertise, including, for example, in responding to climate change risks, promoting economic diversification and trade capacity. There has been increased use of these modalities in recent times but these resources are perhaps still under-utilised given the relevant experience in the region across a wide range of areas. South-South Cooperation policy may therefore proceed along three complementary lines: (i) exploring and establishing concrete demands and opportunities for transferring knowledge in areas such as policy development, regulatory regimes, institutional strengthening, and building productive capacities; (ii) developing a coherent policy framework in which to organise and maximise the contribution of South-South partnerships by creating institutionalised processes within Government for mapping and prioritising needs; and (iii) developing triangular cooperation approaches that leverage on the resources of traditional partners to facilitate access to the expertise of Southern or regional partners. Triangular cooperation in particular offers an additional strategic advantage as it can serve as a bridge between those partners engaged in formal coordination mechanisms and others, including non-Paris Declaration signatories, that adopt more direct bilateral approaches to coordinating their assistance with Government. For this reason, a proactive and coordinated South-South Cooperation and triangular cooperation policy arrangement is a potentially valuable tool for bringing together a diverse range of partners under Government leadership and in a manner that maximises the contribution of each according to their expertise.

**Table Twelve. Summary of main policy recommendations**

Policy issue	Follow-up actions
<p><i>1. Completing the 'unfinished agenda' of the Paris Declaration</i> These include strengthening national ownership and policy coherence through PBA-related initiatives such as harmonising planning-budgeting-ODA management process and complementing the NSDP with a robust monitoring system.</p>	<p>The Government's reform programmes will be the most viable, effective and sustainable means of developing capacities, improving service delivery and implementing commitments to effective aid partnerships.</p>
<p><i>2. Promoting results-based partnership initiatives</i> Broader partnership arrangements must be established that recognise the roles, and responsibilities, of other development actors and sources of non-aid development finance, including private sector, regional partners, civil society and Government.</p>	<p>The current TWG, GDCC and CDCF arrangements, together with the JMI exercise, will be reviewed as part of 2012 policy work. Project-level results &amp; monitoring frameworks are to be responsive to national/sectoral results frameworks.</p>
<p><i>3. Emerging issues, risks and opportunities</i> The development effort must focus on developing productive capacity and sustainability, establishing robust national systems in-line with international and regional norms, and complementing other sources of external as well as domestic resources to address development challenges.</p>	<p>National planning, monitoring and dialogue systems must be responsive &amp; pro-active. South-South Cooperation will become an increasingly valuable source of expertise, including, for example, in responding to climate change risks, promoting economic diversification and trade capacity.</p>



### ***Participation in a reformed global development management architecture***

A fourth strand to Cambodia's work in strengthening partnerships and development cooperation relates to participation in the global post-Busan dialogue. These mechanisms will support Cambodia in being able to successfully adapt and build on global commitments in order to achieve its own policy objectives. Cambodia has been privileged to be a member of the OECD/DAC-hosted Working Party on Aid Effectiveness since its inception and will use the opportunity of the Busan meeting to advocate for further improvements in the global arrangements for promoting development effectiveness. In September 2011, Cambodia participated in an expert group meeting on developing a vision for post-Busan global governance and monitoring arrangements and was able to contribute its views and proposals.

The Royal Government feels, in particular, that the inclusiveness of the global work, especially since the 2008 Accra meeting, is a feature that should be maintained and strengthened. Flexibility in reforming thematic/specialised working groups on priority issues as well as in increasing Working Party membership to accommodate global CSOs and Parliamentarians demonstrates how the global arrangements have been flexible and responsive to accommodate emerging needs. The post-Busan arrangement must have a similar approach as the more inclusive but complex representation evolves. Mirroring this trend at national level will also be a feature of our work in Cambodia as the transition to the Cambodia Development Forum becomes more clearly defined.

The global governance arrangements have previously suffered from a lack of high-level political involvement, which has rendered the process somewhat technocratic and listless. Linkages to existing and legitimate fora for dialogue on development partnership and effectiveness must therefore be strengthened, including to explore opportunities to interact more closely with the UN Development Cooperation Forum, the G20 and other international fora. The post-Busan focus on development partners thus far not part of the global dialogue must also accommodate these partners in dialogue arrangements as well as finding space to accommodate the broadening of the focus to include private sector development, for example in working more closely with the UNCTAD/WTO effort on supporting aid-for-trade. Existing but sometimes unconnected global initiatives, for example in promoting South-South Cooperation, social protection, climate change and regional integration can also be managed more effectively as components of a global multi-stakeholder arrangement. Experience over the duration of the Paris Declaration implementation period also highlights the useful convening role of regional groupings, for example the Communities of Practice in Asia on Capacity Development for Development Effectiveness and on Managing for Development Results. These regional groupings have proved to be excellent opportunities for learning, experience sharing, establishing norms and common principles and for peer review.

Cambodia is also strongly committed to maintaining robust monitoring arrangements nationally and globally as these serve to link international commitments to action at the country level. Given Cambodia's ability to utilise its own aid management information system, the ODA Database, which greatly reduces the workload of the survey exercise, a more frequent monitoring process may serve to maintain momentum and focus. Efforts to ensure implementation at country level, including to emphasise the need for higher-level and broader political engagement, are considered to be essential for translating words into action.

### ***Towards a new Strategic Framework for Development Cooperation Management***

Cambodia and its development partners are well-placed to continue to strengthen aid management arrangements in order to secure increased development effectiveness. Policy priorities relating to a continued effort to implement actions associated with the Paris Declaration, extending and broadening partnerships to accommodate the roles of all development actors, and positioning Cambodia to respond positively to emerging new challenges and opportunities are all areas for consideration in a new framework for development cooperation management. In this way, NSDP implementation will be promoted through increased coherence of development partnerships and policies.

This framework will be developed in two discrete stages. First, the global commitments emerging from the Busan meeting will be contextualised and incorporated into Cambodia's current policy framework in early 2012. This will mainly serve to strengthen on-going initiatives related to the use of PBAs, strengthening national systems and implementing the Royal Government's reform programmes in a results-based manner. The Royal Government will then lead a more in-depth and wide-ranging review of policy arrangements in the latter half of 2012 as part of the transition to a broader partnering arrangement that addresses a wider range of development issues and challenges. Preparation of the revised policy framework will then be aligned with review of the NSDP as it approaches its end-point in 2013. A new aid policy framework will also build on the 2006-2010 Strategic Framework for Development Cooperation Management by developing a set of indicators and monitoring arrangements to ensure continued learning and the attainment of the desired results.

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## 5. Conclusion

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The over-arching theme of this report has been development effectiveness. Continuing the evolution of our policy and partnerships beyond the more ODA-centred and efficiency-focused work associated with the Cambodia Harmonisation, Alignment and Results Action Plan and the Paris Declaration is an important next step in achieving improved development results. The evidence supports the idea of evolution over that of radical change, however, demonstrating that important strides have already been taken to show the positive impact our work has had on results at the outcome level. While more undoubtedly needs to be done, we can be sure of the positive contribution of external resources and development partnerships to some important achievements: the economy is growing, poverty rates are declining, more children are in school, health outcomes are improving.

Data has shown that external resources are increasingly aligned with national development priorities and are becoming more supportive of efforts to strengthen national ownership, for example by directing increased attention to the core reforms and to strengthening national systems. A range of other empirical evidence demonstrates the utility of programme-based approaches as an effective vehicle for linking policy, resources and results as well as facilitating a broader partnership in which all development actors can cooperate to deliver services, develop capacity and achieve results. This is broadly defined as development effectiveness.

Policy recommendations therefore build on strong foundations and emphasise continuity as well as change. While this continuity – based on use of programme-based approaches, improved partnering arrangements and application of the core reforms – is to be understood as a welcome affirmation of the relevance of previous policy arrangements, it is also indicative of an unfinished agenda. This suggests that some reflection and caution is in order as we have learned that the implementation of agreed commitments can take time and can be more challenging than is sometimes understood. Incentives for change are sometimes unclear, there can be competing interests and agendas, while partnering, which promotes coordinated actions of multiple stakeholders, can result in setbacks and delays as well to progress. The task is to press ahead and also be willing to adapt in order to complete this important but unfinished agenda of aid effectiveness.

Looking forward, there will also be change. Broader partnerships with national, regional and international actors will provide a significant opportunity for identifying and implementing a more strategic and coherent programme of actions that can make a substantial contribution to development effectiveness. But we must at the same time be realistic and accept that these changes will sometimes be difficult and challenging. Yet the potential benefits outweigh the risks, and these risks must themselves be more effectively shared and mitigated through an improved partnering arrangement and dialogue architecture. The vision of the Royal Government in this regard to establish the Cambodia Development Forum will be an important innovation and will support efforts to promote a greater degree of policy coherence that is required to secure further development gains.

Embracing both continuity and change maximises the potential to consolidate gains as well as to take advantage of new opportunities. However, the persistent nature of the remaining challenges we have faced over the years also highlights complexity in identifying a results-based approach to national development. This complexity may be expected to grow as partnerships become broader and the range of development challenges is extended in line with economic and social transformation. Our focus on, and drive for, results should not cause us to overlook this complexity that is associated with our work. Many of the challenges we face, in managing development cooperation and in ensuring it has its desired developmental impact, are associated with high degrees of uncertainty, even risk.

Addressing complex challenges requires an emphasis on policy coherence as well as the cooperation of multiple actors working across different organisations and with different approaches. This Report has emphasised the need for a greater understanding of this complexity in order to craft appropriate responses and to work in an adaptive and incremental manner while being guided by the strategic direction of the Rectangular Strategy. In this way we can be more effective together in our work that supports each sector, reform programme and thematic or cross-cutting area. The Royal Government looks forward to making continued progress with its development partners as well as to embarking on a new path towards development effectiveness.

## ADDITIONAL DATA PRESENTATIONS

Table 1.1. Disbursements by development partner and sector 2009 (USD 000s)

Development partner	Term	Health	Edu.	Agri.	Man. Mng Trade	Rural Dev.	Banking & Biz	Urban Plan. & Mana.	Int. & Com.	Energy, Power & Elec	Trans.	Water & Sanitation	Comm. & Social	Culture & Art	Enviro. & Conser.	Climate Change	Gender	HIW/AIDS	Gov. & Adm.	Tourism	Budget & Bop	Emer. & Food Aid	Other	TOTAL	
UN (delivered)	Grant	60,311	16,356	4,548	1,105	6,204	0	0	970	7	3,124	337	4,903	2,394	2,125	402	1,014	7,207	30,838	0	0	688	3,563	146,107	
	Loan	0	0	2,834	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,834	
UN (core)	Grant	25,503	10,845	4,199	1,105	6,204	0	0	970	7	3,124	255	3,984	2,394	2,125	402	1,014	7,207	27,795	0	0	688	1,102	88,935	
	Loan	0	0	2,834	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,834	
World Bank	Grant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Loan	1,101	6,914	4,636	0	591	0	0	0	907	0	0	4,000	0	808	0	0	0	18,653	0	0	0	0	0	37,610
IMF	Grant	5,494	974	2,643	0	2,559	0	0	0	7,478	515	184	2,643	0	0	0	0	0	0	306	0	0	0	0	22,796
ADB	Grant	2,822	1,891	514	126	7,816	697	0	197	181	527	7,762	497	0	0	0	931	0	1,753	0	0	2,534	0	28,248	
	Loan	2,336	7,955	16,502	0	302	0	0	0	9,727	17,249	0	0	0	-188	0	0	0	0	0	5,157	0	2,125	0	61,165
GAVI Alliance	Grant	1,651	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,651	
Global Fund	Grant	18,284	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	28,175	0	0	0	0	0	46,459	
Sub-Total: UN & IFI	TOTAL	57,191	28,579	31,329	1,231	17,472	697	0	1,167	18,301	21,414	8,201	11,123	2,394	2,745	402	1,946	35,382	48,507	5,157	0	5,357	1,102	299,697	
EUROPEAN UNION																									
EC	Grant	3,777	5,593	19,441	372	9,466	42	0	0	0	38	205	698	0	173	669	182	782	5,583	0	0	2,230	191	49,421	
	Grant	1,703	2,612	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	506	4,821
Belgium	Grant	0	0	2,003	0	508	1,400	0	0	0	0	0	0	0	554	0	0	0	8,752	0	0	0	0	546	13,763
Denmark	Grant	0	389	0	0	4,912	0	0	0	0	0	0	528	0	0	0	125	0	0	37	0	0	0	5,991	
Finland	Grant	4,003	3,441	2,957	2,081	0	0	2,731	0	0	1,320	899	2,388	0	150	0	0	362	963	0	0	0	183	21,509	
France	Grant	0	0	0	0	0	0	0	0	0	3,874	0	0	0	0	0	0	0	0	0	0	0	0	3,874	
	Loan	0	0	0	0	0	0	0	0	0	0	0	2,507	0	0	0	0	0	3,753	0	0	0	0	8,182	
Germany	Grant	6,269	0	0	0	7,211	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	696	
Ireland	Grant	0	0	0	0	696	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	745	
Netherlands	Grant	0	0	0	0	0	0	0	0	0	0	0	745	0	0	0	0	0	0	0	0	0	0	0	
Spain	Grant	0	279	801	0	125	0	0	181	0	0	0	491	1,002	187	0	1,250	0	1,066	348	0	348	408	6,486	
	Loan	0	0	0	0	0	10,134	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10,134	
Sweden	Grant	0	3,350	0	0	0	0	0	0	0	0	0	0	0	1,958	0	0	0	17,480	0	0	0	0	22,789	
United Kingdom	Grant	16,235	15	2,579	0	4,747	0	0	0	0	0	32	0	0	4	0	278	1,162	7,376	0	0	0	122	32,550	
Sub-Total: EU	TOTAL	31,987	15,679	27,781	2,453	27,665	11,576	2,731	181	0	38	5,399	5,900	3,390	3,026	669	1,835	2,287	45,040	348	0	2,578	10,137	200,700	
Australia	Grant	6,750	3,284	8,251	0	3,801	0	0	0	1,342	3,253	1,619	2,227	0	0	0	463	638	8,573	0	0	3,084	4,496	47,782	
Canada	Grant	80	578	1,084	0	1,459	0	0	0	0	0	0	0	0	0	0	266	61	247	0	0	0	5,008	16,709	
China	Grant	0	81	0	0	0	0	0	0	0	2,899	0	0	0	0	0	0	0	0	0	0	0	0	2,979	
	Loan	0	0	0	0	0	0	0	0	11,718	0	0	0	0	0	0	0	0	0	0	0	0	0	0	11,718
Japan	Grant	9,502	14,011	8,073	2,163	12,254	0	13,098	1,286	1,349	12,100	2,047	115	0	430	0	407	0	8,339	0	20,510	0	3,310	108,982	
	Loan	0	0	0	0	0	0	0	13	659	24,339	0	0	0	0	0	0	0	0	0	0	0	0	25,011	
New Zealand	Grant	0	649	0	8	8	0	0	0	0	0	0	25	0	930	0	0	0	310	403	0	0	0	2,325	
Rep of Korea	Grant	901	2,334	1,404	0	65	10	304	0	1,594	0	0	34	0	0	0	0	0	0	0	0	116	0	6,762	
	Loan	0	0	1,302	0	0	0	0	4,897	0	2,877	0	0	0	0	0	0	0	0	0	0	0	0	0	9,076
Switzerland	Grant	3,032	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	3,038	
USA	Grant	19,888	1,599	0	5,256	0	0	0	0	0	0	0	0	0	742	0	0	0	14,603	14,860	0	0	0	56,947	
Sub-Total: bilaterals	TOTAL	40,153	22,536	20,114	7,419	17,588	10	13,402	6,196	3,350	158,778	3,666	2,401	5	2,102	7,927	1,136	15,302	32,329	403	20,510	3,200	12,813	391,339	
NGO (core)	Grant	32,469	28,739	1,630	0	1,648	508	0	0	80	0	0	35,069	129	3,595	116	297	3,349	170	74	0	0	588	108,462	
GRAND TOTAL	TOTAL	161,799	95,533	80,853	11,103	64,373	12,791	16,132	7,544	21,651	180,310	17,266	54,493	5,918	11,468	9,114	5,214	56,320	126,047	5,982	20,510	11,135	24,640	1,000,198	

**Table 1.2. Disbursements by development partner and sector 2010 (USD 000s)**

Development partner	Term	Health	Edu.	Agri.	Man. /Ming Trade	Rural Dev.	Banking & Biz	Urban Plan. & Mana.	Inf. & Com.	Energy, Power & Ele.	Trans.	Water & Sanitation	Comm. & Social	Culture & Art	Enviro. & Conser.	Climate Change	Gender	HIV/AIDS	Gov. & Adm.	Tourism	Budget & BoP	Emer. & Food Aid	Other	TOTAL	
UN (delivered)	Grant	23,424	16,783	13,717	932	6,471	0	0	1,375	276	2,883	2,057	4,866	3,273	1,990	691	1,191	6,935	25,735	0	0	0	1,314	113,911	
	Loan	0	0	1,727	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,727	
UN (core)	Grant	13,392	11,009	5,072	932	6,471	0	0	1,375	276	2,883	1,351	3,660	3,273	1,990	691	1,191	6,935	24,243	0	0	0	1,139	86,482	
	Loan	0	0	1,727	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,727	
World Bank	Grant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Loan	9	16,082	2,679	0	1,056	0	0	0	297	0	88	0	0	617	0	0	0	19,160	0	0	0	-3	39,994	
IMF	Grant	10,697	477	0	0	2	0	0	0	4,976	857	528	0	0	0	0	0	0	0	0	0	0	0	-612	16,924
ADB	Grant	1,140	5,972	890	0	8,344	1,324	0	0	193	263	135	641	0	0	0	462	0	1,057	0	0	0	2,705	22,518	
	Loan	0	2,924	10,644	0	3	9,610	0	0	9,435	14,084	0	0	0	0	0	0	0	0	2,201	0	4,886	0	53,767	
GAVI Alliance	Grant	6,218	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6,218	
Global Fund	Grant	46,032	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15,188	0	0	0	0	0	61,220	
<b>TOTAL</b>		<b>77,488</b>	<b>36,474</b>	<b>21,012</b>	<b>932</b>	<b>15,876</b>	<b>10,934</b>	<b>0</b>	<b>1,375</b>	<b>15,177</b>	<b>18,077</b>	<b>2,102</b>	<b>4,301</b>	<b>3,273</b>	<b>2,607</b>	<b>691</b>	<b>1,653</b>	<b>22,123</b>	<b>44,460</b>	<b>2,201</b>	<b>0</b>	<b>7,571</b>	<b>523</b>	<b>288,849</b>	
<b>EUROPEAN UNION</b>																									
EC	Grant	2,758	5,197	7,860	0	4,970	0	0	0	79	0	0	672	0	1,476	2,398	221	0	6,200	0	0	1,755	606	34,192	
	Grant	672	1,067	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	417	2,155	
Belgium	Grant	0	0	1,370	0	440	4,200	0	0	0	0	0	0	0	366	0	0	0	9,202	0	0	0	155	15,733	
Denmark	Grant	0	0	3,207	0	2,387	0	0	0	0	0	0	0	0	0	0	32	0	88	0	0	0	0	6,517	
Finland	Grant	228	574	0	0	0	0	0	0	0	0	0	0	0	0	0	0	890	1,086	0	0	282	0	19,502	
France	Grant	3,081	3,357	2,061	799	0	0	3,122	0	0	0	2,367	486	1,818	152	0	0	0	0	0	0	0	0	0	3,700
	Loan	0	0	0	0	0	0	0	0	0	0	3,700	2,387	0	0	0	0	0	0	0	0	0	0	0	
Germany	Grant	3,401	0	0	0	12,988	133	0	0	4,915	0	0	2,387	0	0	0	0	0	3,302	0	0	0	8,174	35,300	
Ireland	Grant	0	0	0	0	663	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	663	
Netherlands	Grant	0	0	1,269	0	0	0	0	0	0	0	0	1,131	0	0	0	0	0	0	0	0	0	0	1,131	
Spain	Grant	0	0	0	0	335	0	0	265	0	0	0	133	1,349	548	0	4,182	0	1,127	597	0	2,892	0	12,697	
	Loan	0	0	0	0	15,286	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	15,286	
Sweden	Grant	0	2,914	0	0	0	0	0	0	0	0	0	19	0	0	1,104	0	0	20,637	0	0	0	0	24,654	
United Kingdom	Grant	14,255	19	1,539	0	3,266	0	0	0	0	0	0	0	0	0	0	35	1,008	4,593	0	0	0	0	24,734	
<b>TOTAL</b>		<b>24,395</b>	<b>13,127</b>	<b>17,306</b>	<b>799</b>	<b>25,050</b>	<b>19,619</b>	<b>3,122</b>	<b>265</b>	<b>4,994</b>	<b>6,067</b>	<b>6,067</b>	<b>4,829</b>	<b>3,168</b>	<b>2,542</b>	<b>3,502</b>	<b>4,470</b>	<b>1,898</b>	<b>46,235</b>	<b>597</b>	<b>0</b>	<b>1,755</b>	<b>12,526</b>	<b>196,267</b>	
Australia	Grant	15,620	4,221	12,265	0	2,039	0	0	0	0	7,785	91	6,250	0	0	0	47	810	7,195	0	0	5,469	5,577	67,371	
Canada	Grant	289	632	187	0	1,927	0	0	0	0	0	0	0	0	0	0	495	70	563	0	0	3,748	0	7,902	
China	Grant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
	Loan	0	0	16,183	0	0	0	0	0	0	121,971	0	0	0	0	0	0	0	0	0	0	0	0	0	
Japan	Grant	10,220	12,961	9,256	2,038	17,698	0	7,422	188	1,088	16,840	10,300	123	0	21,911	100	278	0	9,544	184	0	10,509	0	138,154	
	Loan	0	0	0	0	0	0	0	15	285	11,052	4,208	0	0	0	0	0	0	0	0	0	0	0	15,561	
New Zealand	Grant	0	1,925	932	0	132	0	0	0	0	0	0	75	0	1,075	0	0	0	362	1,333	0	0	0	5,234	
Rep of Korea	Grant	535	4,841	2,134	0	86	0	0	0	1,844	3,615	0	0	0	225	0	0	0	2,044	0	0	0	0	15,324	
	Loan	0	0	6,887	0	0	0	0	0	0	10,664	1,081	0	0	0	0	0	0	0	0	0	0	0	18,821	
Switzerland	Grant	3,139	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,139	
USA	Grant	20,938	2,861	709	4,936	0	0	0	0	0	0	0	0	0	1,026	0	0	13,511	16,681	0	0	0	0	60,362	
<b>TOTAL</b>		<b>50,742</b>	<b>26,541</b>	<b>48,554</b>	<b>6,974</b>	<b>21,882</b>	<b>0</b>	<b>7,422</b>	<b>203</b>	<b>3,217</b>	<b>171,717</b>	<b>15,681</b>	<b>6,448</b>	<b>0</b>	<b>24,238</b>	<b>100</b>	<b>819</b>	<b>14,392</b>	<b>36,380</b>	<b>1,516</b>	<b>0</b>	<b>5,469</b>	<b>19,834</b>	<b>462,129</b>	
Sub-Total: bilaterals																									
NGO (core)	Grant	43,812	35,082	1,851	0	1,713	235	0	0	0	50	0	36,834	378	3,461	160	121	3,591	79	0	0	0	118	0	127,485
<b>GRAND TOTAL</b>		<b>196,437</b>	<b>111,224</b>	<b>88,723</b>	<b>8,705</b>	<b>64,521</b>	<b>30,788</b>	<b>10,544</b>	<b>1,844</b>	<b>23,387</b>	<b>189,845</b>	<b>23,849</b>	<b>52,412</b>	<b>6,818</b>	<b>32,848</b>	<b>4,453</b>	<b>7,063</b>	<b>42,004</b>	<b>127,153</b>	<b>4,314</b>	<b>0</b>	<b>14,796</b>	<b>33,001</b>	<b>1,074,731</b>	



**Table 1.3. Estimated disbursements by development partner and sector 2011 (USD 000s)**

Development partner	Term	Health	Edu.	Agri.	Man. Mng Trade	Rural Dev.	Banking & BIZ	Urban Plan. & Mena.	Inf. & Com.	Energy, Power & Ele.	Trans.	Water & Sanitation	Comm. & Social	Culture & Art	Enviro. & Conser.	Climate Change	Gender	HIW/ AIDS	Gov. & Adm.	Touris m	Budget & BoP	Emer. & Food Aid	Other	TOTAL	
UN (delivered)	Grant	24,493	16,943	12,567	89	1,866	0	0	232	109	4,552	2,500	12,321	1,688	2,356	4,094	636	4,349	8,620	0	0	0	0	5,980	102,796
	Loan	0	0	1,637	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,637
UN (core)	Grant	12,649	14,357	6,846	89	1,866	0	0	232	109	4,552	2,208	10,642	1,689	2,356	4,094	615	4,349	8,620	0	0	0	0	3,961	79,235
	Loan	0	0	1,637	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1,637
World Bank	Grant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Loan	0	17,856	6,498	0	2,557	0	0	1,251	9,388	60	1,393	0	0	0	1,300	0	0	13,723	0	0	0	0	10,000	64,025
IMF	Grant	6,000	2,500	350	0	600	0	0	0	9,495	10,000	1,004	0	0	0	0	0	0	2,000	0	0	0	0	0	31,949
ADB	Grant	1,300	12,000	2,480	0	5,028	38,345	0	0	900	1,018	3,000	546	0	1,500	0	0	0	12,093	600	0	0	4,689	700	84,209
	Loan	0	0	13,700	0	1,400	10,172	0	0	8,255	29,616	0	0	0	0	0	0	0	0	0	0	0	2,370	0	65,513
GAVI Alliance	Grant	4,990	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,990
Global Fund	Grant	34,676	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	33,750	0	0	0	0	0	0	68,426
Sub-Total UN & IFI	TOTAL	59,614	46,713	31,511	89	11,451	48,517	0	1,483	28,147	45,246	7,606	11,188	1,689	3,856	5,394	615	38,099	36,435	600	0	0	7,069	14,661	399,984
EUROPEAN UNION																									
EC	Grant	3,570	13,676	8,276	6,606	4,617	0	0	0	0	0	621	775	0	67	1,111	299	1,609	12,427	0	0	0	444	1,883	55,781
	Grant	1,390	338	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	347	2,075
Belgium	Grant	0	0	2,400	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4,100	0	0	0	0	300	6,800
Denmark	Grant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Finland	Grant	0	0	1,683	0	1,683	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3,366
France	Grant	3,722	2,129	2,274	0	0	0	1,054	0	0	0	3,261	0	953	326	0	0	0	0	0	0	0	0	707	14,426
	Loan	0	0	1,262	0	0	0	0	0	0	0	4,274	0	0	0	0	0	0	0	0	0	0	0	0	0
Germany	Grant	5,552	0	0	0	6,881	351	0	0	15,750	0	0	2,525	0	0	0	0	0	5,180	0	0	0	0	8,367	44,405
Ireland	Grant	0	0	701	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	701
Netherlands	Grant	0	0	0	0	0	0	0	0	0	0	0	56	0	0	0	0	0	0	0	0	0	0	0	56
Spain	Grant	0	55	627	0	837	0	0	0	0	0	0	42	949	907	0	5,833	0	213	491	0	0	1,484	0	11,438
	Loan	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sweden	Grant	0	3,540	0	0	0	0	0	0	0	0	0	0	0	0	934	0	0	25,578	0	0	0	0	0	30,052
United Kingdom	Grant	14,452	14	0	0	0	0	0	0	0	0	0	0	0	0	15	40	1,456	1,863	0	0	0	0	0	17,639
Sub-Total: EU	TOTAL	28,686	19,753	16,522	6,606	14,519	351	1,054	0	15,750	0	8,156	3,398	1,902	1,299	2,060	6,172	3,065	49,361	491	0	0	444	12,889	192,476
Australia	Grant	23,826	5,468	12,273	0	0	0	0	0	0	5,878	1,137	4,874	0	0	0	0	1,071	5,083	0	0	0	4,158	10,535	74,303
Canada	Grant	85	476	81	89	4,108	0	0	0	0	0	0	0	0	0	0	0	281	42	953	0	0	5,082	145	11,353
China	Grant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	Loan	0	0	50,698	0	0	0	0	0	0	160,037	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Japan	Grant	5,498	6,548	10,202	933	9,164	0	7,304	0	933	31,517	10,209	0	0	0	0	933	0	5,596	32	0	0	15,989	0	210,734
	Loan	0	0	771	2,064	0	0	0	0	0	0	12,946	0	0	0	0	0	0	0	0	0	0	0	0	104,855
New Zealand	Grant	0	676	930	0	0	0	0	0	0	0	0	0	0	796	0	0	0	0	0	0	0	0	0	15,781
Rep of Korea	Grant	2,824	5,579	1,419	0	219	0	0	0	300	2,451	37	0	0	0	0	0	0	1,015	0	0	0	0	0	3,476
	Loan	0	0	5,767	0	0	0	0	0	0	18,637	4,987	0	0	0	0	0	0	0	0	0	0	0	0	14,185
Switzerland	Grant	4,535	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	29,391
USA	Grant	20,129	3,299	3,089	3,966	0	0	0	0	0	0	0	0	0	3,083	0	0	12,924	10,713	0	0	0	0	0	57,203
Sub-Total bilaterals	TOTAL	56,897	22,046	85,230	7,053	13,491	49	7,304	0	1,233	218,520	29,315	4,874	258	3,879	3,879	1,214	14,037	23,360	1,106	0	0	9,250	27,010	525,816
NGO (core)	Grant	47,665	36,851	2,263	0	1,361	48	0	0	0	90	23,274	0	33	2,460	0	33	893	111	0	0	0	1,690	0	116,989
GRAND TOTAL	TOTAL	192,862	125,364	135,526	13,747	40,822	48,917	8,357	1,483	45,130	263,856	45,076	42,734	3,849	11,494	7,453	8,034	56,094	109,268	2,196	0	0	16,763	56,250	1,235,275

**Table 1.4. Disbursements and projections by development partner 1992-2013 (USD 000s)**

Development partner	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011 (est)	Total Disbursements 1992-2011		2012	2013	2014	
	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	(USD)	% of total	Plan	Plan	Plan	
UN (delivered)	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	104,433	1,285,850				
UN (core)	13,276	30,977	26,154	30,988	50,315	42,704	49,519	45,282	49,433	44,918	42,222	44,208	36,294	41,111	53,959	58,324	73,160	101,769	88,209	89,872	1,003,673	8.3%	83,529	74,447	72,315	
World Bank	0	68	40,009	29,601	40,401	28,115	29,133	26,716	32,697	43,078	47,245	63,663	49,456	37,832	24,454	47,468	41,659	60,406	55,918	95,975	795,072	6.6%	97,488	66,708	48,800	
IMF	0	8,800	21,238	42,290	400	0	11,500	11,478	22,957	23,504	12,268	2,359	310	83,500	919	83,500	919	83,500	919	83,500	241,523	2.0%				
ADB	0	12,297	12,398	37,860	49,238	18,390	36,488	26,669	51,133	48,665	78,470	73,282	76,662	89,399	67,474	69,364	145,732	89,413	76,285	149,722	1,209,152	10.0%	125,721	201,955	168,010	
Gav/Alliance																					149,722	1,209,152				
Global Fund (ATM)																					4,960	12,858				
Sub-Total: UN / multilateral	13,276	32,118	19,068	9,163	140,354	89,209	115,319	110,367	144,741	159,638	191,442	193,421	164,771	187,498	251,242	197,142	299,152	299,697	288,849	399,984	3,538,752	29.2%	371,002	375,109	292,049	
European Commission	1,941	3,997	5,880	5,844	5,129	20,813	1,966	4,461	2,684	3,529	2,847	4,258	5,793	4,638	4,058	9,809	10,638	13,763	15,733	8,800	140,712	1.2%	5,150	0	0	
Denmark	1,696	679	575	0	0	112	250	700	3,269	1,199	868	3,238	3,342	4,468	5,205	8,993	5,991	6,517	3,366	5,911	50,528	0.4%	4,067	1,403	0	
Finland	5,797	32,260	35,807	62,237	42,887	26,492	23,216	18,596	27,800	36,047	28,348	25,922	23,039	24,441	21,785	21,694	29,782	25,383	23,202	19,981	554,686	4.8%	16,128	1,655	0	
France	2,637	2,483	3,349	13,896	9,607	10,982	9,638	12,319	12,225	10,020	17,226	17,597	14,096	27,293	32,442	20,721	36,613	27,923	35,300	44,405	360,073	3.0%	45,931	21,105	2,805	
Germany	17,159	11,147	9,980	3,447	11,542	3,257	5,671	6,053	4,912	3,606	3,732	2,753	1,613	1,144	70	100	2,196	745	1,131	56	90,315	0.7%	12	0	0	
Ireland																					2,075	72,504				
Netherlands																					6,800	140,712				
Spain																					27,984	11,438				
Sweden	13,368	14,994	10,098	25,314	16,079	17,413	13,498	10,800	14,122	13,112	13,570	12,387	22,024	13,600	16,001	17,343	15,857	22,789	24,654	30,652	337,107	2.8%	36,790	27,821	22,257	
United Kingdom	7,032	5,075	7,099	10,700	4,134	2,250	9,866	9,416	13,000	8,711	11,644	15,367	17,015	20,555	20,671	23,656	29,562	32,550	24,734	17,839	290,876	2.4%	14,634	5,654	0	
Sub-Total: EU	85,745	98,770	82,886	152,304	164,470	103,147	119,278	93,635	109,443	99,495	108,239	114,695	107,098	130,565	156,149	153,235	190,978	200,700	196,267	192,076	2,654,776	21.9%	180,277	91,828	56,095	
Australia	10,511	15,917	13,792	27,508	20,172	27,296	18,205	18,390	29,417	19,873	17,795	22,689	24,279	16,788	22,459	29,571	49,054	47,782	67,371	74,303	573,171	4.7%	70,900	60,755	28,974	
Canada	5,821	6,584	4,512	4,261	3,179	4,179	4,756	2,579	818	5,243	3,392	2,624	1,472	9,103	7,928	12,620	11,452	16,709	7,902	11,353	126,487	1.0%	10,891	9,649	3,867	
China	912	871	7,089	3,129	10,850	9,996	14,345	2,994	2,610	16,325	5,723	5,573	32,470	46,638	53,237	92,446	95,408	114,697	138,154	210,734	863,701	7.1%	159,065	111,506	78,220	
Japan	66,897	102,025	95,606	112,402	111,000	59,843	71,372	88,000	106,021	100,023	105,604	101,159	101,761	111,689	103,659	117,216	126,366	134,003	146,020	120,635	2,081,281	17.2%	126,139	102,419	82,071	
New Zealand	0	0	243	254	209	43	1,003	804	1,002	718	1,280	1,912	2,445	2,075	1,698	4,520	2,782	2,325	5,234	3,476	32,023	0.3%	1,177	1,233	0	
Norway	7,876	3,105	806	924	1,441	2,149	1,000	1,020	1,310	1,151	3,387	2,735	3,367	13,259	13,259	31,255	32,956	15,838	33,946	43,576	245,930	2.0%	65,607	58,983	17,914	
Republic of Korea	0	30	0	0	252	0	50	1,048	706	1,199	22,498	10,322	24,138	14,857	13,259	31,255	32,956	15,838	33,946	43,576	245,930	2.0%	65,607	58,983	17,914	
Russian Federation	5,100	3,700	2,100	1,040	280	282	300	340	851	334	331	409	350	350	31,255	32,956	15,838	33,946	43,576	245,930	2.0%	65,607	58,983	17,914		
Switzerland																					15,397	0.1%				
USA	35,551	33,809	31,701	45,149	28,761	30,509	30,364	23,000	17,608	23,848	22,092	34,266	40,807	43,254	51,004	58,140	55,672	56,947	60,362	57,203	779,848	6.4%	75,134	3,401	0	
Other bilaterals	17,425	4,616	1,572	4,530	1,115	7,179	1,191	2,533	435	435	642										41,672	0.3%				
Sub-Total: other bilaterals	150,093	170,657	157,421	199,197	177,259	140,956	142,586	140,708	160,778	169,149	185,674	184,153	234,073	247,171	255,688	349,350	377,625	391,339	462,129	525,616	4,821,822	39.7%	512,216	347,946	211,046	
NGO	1,069	5,322	17,949	21,100	35,800	49,276	56,097	55,000	51,851	43,560	45,588	47,238	49,449	44,719	50,162	77,736	110,789	108,462	127,486	116,999	1,116,211	9.2%	77,394	26,275	5,653	
GRAND TOTAL	260,183	321,891	358,046	513,320	518,082	383,188	433,280	399,710	466,813	471,842	539,923	539,507	555,392	609,963	713,241	777,463	975,523	1,000,198	1,034,731	1,235,275	12,131,561	100%	1,140,888	841,158	544,632	

**Table 1.5. Disbursements and projections by sector 1992-2014 (USD 000s)**

SECTOR	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total Disbursements: 1992-2011		2012	2013	2014	
																						USD 000	% of total	Plan	Plan	Plan
Health	15,483	28,867	20,788	24,877	43,696	32,027	62,969	70,884	67,710	66,081	67,610	83,097	95,867	110,299	109,024	107,092	136,689	161,799	196,437	192,862	1,694,139	14.0%	149,708	58,633	27,349	
Education	15,763	28,520	28,884	42,336	34,738	48,269	58,251	40,457	40,496	44,963	68,859	75,023	73,421	69,278	79,725	89,854	100,456	95,533	111,224	125,364	1,271,434	10.5%	129,804	94,039	53,602	
Agriculture	16,875	27,528	24,289	36,650	64,559	18,012	12,428	25,587	44,141	35,381	36,972	37,790	45,261	33,819	123,499	46,376	46,142	80,853	88,723	135,526	980,371	8.1%	110,169	121,382	100,849	
Manufacturing, Mining Trade	432	10	304	331	2,784	7,498	5,404	957	90	1,543	1,541	1,732	6,953	9,966	24,184	16,422	24,547	11,103	8,705	13,747	138,253	1.1%	15,208	34,273	35,106	
Rural Development	35,103	43,548	28,542	70,191	78,097	67,918	63,274	58,087	67,318	61,860	50,049	35,878	60,484	50,005	49,852	66,037	56,845	64,373	64,521	40,822	1,114,823	9.2%	45,223	43,943	22,314	
Banking and Business Services											0	0	0	0	12,720	9,736	15,949	44,916	12,791	30,788	48,917	175,817	1.4%	21,124	21,850	69,500
Urban Planning & Management											0	0	0	0	3,926	935	1,956	4,503	16,132	10,544	8,357	46,354	0.4%	9,014	13,514	16,464
Information and Communications	860	1,350	2,086	3,936	22,344	16,761	11,010	5,580	677	1,239	1,516	1,172	1,207	857	9,914	26,313	7,100	7,544	1,844	1,483	124,772	1.0%	256	140		
Energy, Power & Electricity	1,057	7,498	23,702	38,972	13,772	17,335	30,893	28,789	21,364	5,705	6,322	20,270	12,871	15,632	13,736	12,744	32,793	21,651	23,387	45,130	393,624	3.2%	34,507	11,815	9,500	
Transportation	8,682	45,126	57,743	78,299	60,249	37,236	47,072	33,935	47,140	59,712	78,081	65,607	81,959	73,855	54,828	97,427	161,858	180,310	189,845	263,856	1,722,819	14.2%	269,508	224,241	77,291	
Water and Sanitation	2,359	220	0	0	0	164	141	4	15	1	15,050	22,906	4,882	24,494	18,237	17,215	25,523	17,266	23,849	45,076	217,402	1.8%	60,989	35,483	24,075	
Community and Social Welfare	5,571	15,802	27,095	41,147	20,828	18,833	33,106	24,747	36,419	69,615	64,133	81,024	43,748	35,324	38,531	56,917	51,706	54,493	52,412	42,734	814,184	6.7%	27,450	18,175	12,543	
Culture & Arts	141,068	53,676	41,602	28,077	12,299	15,829	9,785	47,242	66,915	40,098	14,203	15,937	18,425	4,795	14,114	7,272	6,336	5,918	6,818	3,849	554,249	4.6%	804	81		
Environment & Conservation	315	1,236	1,541	1,072	3,349	5,844	3,489	2,842	2,133	979	15,279	18,181	19,566	12,308	14,587	8,324	16,697	11,488	32,848	11,494	183,552	1.5%	19,775	8,532	6,876	
Climate Change																		9,114	4,453	7,453	21,021	0.2%	11,350	1,277	1,062	
Gender														2,591	3,850	5,693	5,544	5,214	7,063	8,034	37,989	0.3%	6,598	3,493	1,180	
HIV/AIDS														25,358	35,381	41,988	57,885	56,320	42,004	56,094	315,010	2.6%	48,635	29,530	1,139	
Governance & Administration	6,625	68,510	101,488	147,432	161,367	97,462	95,478	60,659	72,396	84,625	100,971	58,441	46,838	67,347	96,827	107,957	118,507	126,047	127,153	109,268	1,855,999	15.3%	87,908	76,521	48,072	
Tourism														1,242	2,505	2,946	4,969	5,982	4,314	2,196	24,152	0.2%	900	1,500	2,300	
Budget & EoP Support														11,097		35,953	21,946	20,510				89,506	0.7%			
Emergency & Food Aid														3,038	383	1,890	16,015	11,135	14,796	16,763	64,022	0.5%	4,558	4,958	500	
Other											10,336	22,450	43,889	42,002	13,395	9,159	37,547	24,640	33,001	56,250	292,669	2.4%	87,398	37,778	34,910	
<b>Grand Total</b>	<b>250,183</b>	<b>321,891</b>	<b>359,046</b>	<b>513,320</b>	<b>518,082</b>	<b>383,188</b>	<b>433,280</b>	<b>399,710</b>	<b>466,813</b>	<b>471,842</b>	<b>530,923</b>	<b>539,507</b>	<b>555,392</b>	<b>609,953</b>	<b>713,241</b>	<b>777,463</b>	<b>978,523</b>	<b>1,000,198</b>	<b>1,074,731</b>	<b>1,235,275</b>	<b>12,131,561</b>	<b>100%</b>	<b>1,140,888</b>	<b>841,158</b>	<b>544,632</b>	

**Table 1.6. Disbursements to Government and non-Government sector 2009-2011 (USD millions)**

Development partner	2009					2010					2011 (est)					
	Government Sector		Non-Government Sector			Government Sector		Non-Government Sector			Government Sector		Non-Government Sector			
	Donor	NGOs	Other	Total	Donor	NGOs	Other	Total	Donor	NGOs	Other	Total	Donor	NGOs	Other	
China	111.8	2.9		114.7	138.2	0.0		138.2	138.2	0.0		138.2	210.7			210.7
Japan	124.7	5.1	4.2	134.0	135.4	7.2	3.4	146.0	135.4	7.2	3.4	146.0	113.0	5.0	2.6	120.6
ADB	89.3	0.0	0.1	89.4	76.1	0.2		76.3	76.1	0.2		76.3	149.5	0.2		149.7
UN (core)	89.7	7.1	4.3	101.8	74.4	10.6	3.1	88.2	74.4	10.6	3.1	88.2	72.0	6.4	2.1	80.9
World Bank	59.1	0.0	1.3	60.4	55.7		1.2	56.9	55.7		1.2	56.9	94.6	0.7	0.7	96.0
Australia	18.8	19.4	7.5	47.8	29.5	25.6	9.0	67.4	29.5	25.6	9.0	67.4	39.1	23.3	4.2	74.3
Global Fund	46.5			46.5	61.2			61.2	61.2			61.2	68.4			68.4
USA			56.9	56.9			60.4	60.4			60.4	60.4			57.2	57.2
EU/EC	14.9	13.3	16.2	49.4	8.1	11.0	9.6	34.2	8.1	11.0	9.6	34.2	17.0	14.4	14.5	55.8
Germany	17.3		10.6	27.9	25.1		10.2	35.3	25.1		10.2	35.3	33.4		11.0	44.4
Republic of Korea	15.5		0.3	15.8	30.7	2.7	0.5	33.9	30.7	2.7	0.5	33.9	41.7	1.0	0.9	43.6
Sweden	19.8		1.6	22.8	17.5	3.1	0.8	24.7	17.5	3.1	0.8	24.7	22.1	3.1	1.0	30.1
UK	2.5	28.5	0.5	32.5	0.3	23.1	0.5	24.7	0.3	23.1	0.5	24.7	13.3	16.6	0.2	17.8
France	17.5	2.4	1.0	25.4	15.3	2.1	0.6	23.2	15.3	2.1	0.6	23.2	13.3	1.4	0.3	20.0
Spain	2.3		2.7	11.7	5.0	2.2	2.2	18.6	5.0	2.2	2.2	18.6	3.6	1.4	1.7	11.4
Denmark	1.8	0.2	11.8	13.8	4.2	0.4		15.7	4.2	0.4		15.7	4.0		6.8	6.8
Canada	4.1	10.0	0.5	16.7	3.2	1.5	0.7	7.9	3.2	1.5	0.7	7.9	4.0	5.4	0.3	11.4
Finland	3.2		0.5	6.0	4.7		1.8	6.5	4.7		1.8	6.5	3.4			3.4
GAVI	1.7			1.7	6.2			6.2	6.2			6.2	5.0			5.0
New Zealand	1.6	0.6		2.3	2.9	1.3	0.6	5.2	2.9	1.3	0.6	5.2	1.9	0.7	0.5	3.5
Switzerland	0.0		3.0	3.0			3.1	3.1			3.1	3.1			4.5	4.5
Belgium	4.8			4.8	2.2			2.2	2.2			2.2	2.1			2.1
Ireland			0.7	0.7			0.7	0.7			0.7	0.7		0.7		0.7
Netherlands		0.5	0.2	0.7		1.0	0.1	1.1		1.0	0.1	1.1			0.1	0.1
Italy																
IMF																
<b>Total DPs</b>	<b>647.0</b>	<b>90.1</b>	<b>98.5</b>	<b>891.7</b>	<b>695.9</b>	<b>91.9</b>	<b>93.4</b>	<b>947.2</b>	<b>695.9</b>	<b>91.9</b>	<b>93.4</b>	<b>947.2</b>	<b>897.8</b>	<b>79.6</b>	<b>87.0</b>	<b>1,118.3</b>
<b>NGOs (core)</b>			<b>108.5</b>	<b>108.5</b>				<b>7.5</b>				<b>7.5</b>		<b>117.0</b>		
<b>Grand Total</b>	<b>647.0</b>	<b>90.1</b>	<b>206.9</b>	<b>1,000.2</b>	<b>695.9</b>	<b>91.9</b>	<b>220.9</b>	<b>1,074.7</b>	<b>695.9</b>	<b>91.9</b>	<b>220.9</b>	<b>1,074.7</b>	<b>894.9</b>	<b>76.6</b>	<b>204.0</b>	<b>1,235.3</b>

**Table 1.7. Disbursements to Provinces 2008-2012 (USD 000s)**

Province	Development partner group	2008	2009	2010	2011 (est)	2012 (proj)
Banteay Meanchey	United Nations Agencies	1,033	1,319	1,256	2,272	2,940
	Int'l Financial Institutions	11,957	9,918	9,094	10,681	12,926
	European Union	2,857	5,220	2,766	2,599	805
	Bilateral	2,895	4,416	4,451	14,499	20,422
	NGO	2,910	3,717	3,917	3,006	1,540
	TOTAL	21,652	24,590	21,483	33,058	38,633
Battambang	United Nations Agencies	850	1,497	1,071	1,731	1,809
	Int'l Financial Institutions	6,104	6,414	7,748	9,884	8,759
	European Union	3,876	6,146	3,899	3,499	1,189
	Bilateral	10,890	23,790	48,856	73,162	58,876
	NGO	6,239	6,252	6,217	5,361	1,766
	TOTAL	27,959	44,099	67,791	93,637	72,399
Kampong Cham	United Nations Agencies	2,502	2,556	2,361	2,522	3,341
	Int'l Financial Institutions	23	591	926	7,755	11,858
	European Union	4,641	4,858	3,895	2,875	1,503
	Bilateral	8,349	9,520	11,483	6,259	4,576
	NGO	4,844	4,096	5,623	5,558	4,553
	TOTAL	20,359	21,621	24,287	24,969	25,831
Kampong Chhnang	United Nations Agencies	2,221	2,309	2,134	1,928	2,404
	Int'l Financial Institutions	3,487	4,083	2,966	8,164	9,379
	European Union	1,029	1,394	1,104	1,261	707
	Bilateral	7,684	2,379	9,386	7,893	2,487
	NGO	3,632	3,462	3,843	2,112	1,816
	TOTAL	18,054	13,627	19,432	21,358	16,793
Kampong Speu	United Nations Agencies	2,528	2,950	2,698	2,346	3,002
	Int'l Financial Institutions	301	1,231	1,300	5,656	6,109
	European Union	3,196	4,255	4,040	3,147	1,841
	Bilateral	896	878	1,752	1,282	1,829
	NGO	3,194	3,278	3,538	2,293	1,242
	TOTAL	10,116	12,592	13,329	14,723	14,023
Kampong Thom	United Nations Agencies	3,152	3,716	3,072	3,506	4,957
	Int'l Financial Institutions	4,909	4,235	3,708	7,820	9,754
	European Union	3,969	4,994	7,426	3,246	5,350
	Bilateral	3,739	19,223	21,485	23,124	14,945
	NGO	3,612	3,193	3,970	2,735	943
	TOTAL	19,381	35,361	39,662	40,431	35,949
Kampot	United Nations Agencies	243	728	370	228	546
	Int'l Financial Institutions	4,558	4,834	4,442	6,561	10,635
	European Union	2,258	2,419	5,348	12,451	6,939
	Bilateral	10,150	3,592	6,422	34,313	32,434
	NGO	1,244	1,261	1,427	2,506	2,203
	TOTAL	18,453	12,835	18,009	56,059	52,756
Kandal	United Nations Agencies	479	625	564	339	606
	Int'l Financial Institutions	5,025	3,218	3,865	4,049	2,600
	European Union	1,285	958	358	711	518
	Bilateral	65,371	25,991	31,239	10,033	11,097
	NGO	5,288	5,866	6,808	3,940	1,658
	TOTAL	77,448	36,658	42,833	19,072	16,478
Koh Kong	United Nations Agencies	162	226	368	195	171
	Int'l Financial Institutions	118	39	0	80	1,240
	European Union	1,544	1,398	2,150	828	1,042
	Bilateral	765	881	497	447	1,926
	NGO	802	1,221	1,271	850	694
	TOTAL	3,391	3,766	4,286	2,400	5,074
Kracheh	United Nations Agencies	660	1,098	1,413	1,414	1,068
	Int'l Financial Institutions	118	167	279	765	764
	European Union	2,602	2,750	3,721	2,787	2,192
	Bilateral	7,200	11,377	4,854	1,395	2,052
	NGO	940	1,128	1,610	1,196	587
	TOTAL	11,520	16,520	11,877	7,556	6,663
Mondul Kiri	United Nations Agencies	248	529	694	342	86
	Int'l Financial Institutions	118	39	10	0	0
	European Union	1,789	2,127	2,678	3,007	2,873
	Bilateral	15,710	12,261	8,688	7,961	6,401
	NGO	1,066	1,459	1,899	1,833	921
	TOTAL	18,930	16,414	13,970	13,142	10,280
Phnom Penh	United Nations Agencies	2,939	4,955	4,539	5,216	9,983
	Int'l Financial Institutions	1,865	3,557	2,518	5,187	5,543
	European Union	12,534	12,226	11,299	9,050	10,267
	Bilateral	25,648	19,047	30,981	55,601	62,354
	NGO	30,494	30,423	36,964	36,109	22,774
	TOTAL	73,480	70,208	86,301	111,163	110,920
Preah Vihear	United Nations Agencies	1,329	1,545	1,958	3,507	3,176
	Int'l Financial Institutions	125	163	185	3	0
	European Union	1,674	3,692	2,542	1,925	1,277
	Bilateral	3,141	17,341	19,080	18,348	7,146
	NGO	2,215	2,324	1,968	692	257
	TOTAL	8,485	25,066	25,733	24,475	11,855
Prey Veng	United Nations Agencies	5,633	5,318	4,561	3,759	3,249
	Int'l Financial Institutions	0	34	171	1,904	1,800
	European Union	1,655	2,999	1,805	2,766	3,150
	Bilateral	16,416	7,413	15,097	9,165	9,419
	NGO	1,630	1,447	2,056	1,966	1,186
	TOTAL	25,335	17,212	23,689	19,560	18,804



Province	Development partner group	2008	2009	2010	2011 (est)	2012 (proj)
Pursat	United Nations Agencies	1,621	1,855	1,332	1,887	2,361
	Int'l Financial Institutions	4,296	4,890	6,266	6,434	4,519
	European Union	1,724	3,100	2,987	2,336	1,560
	Bilateral	2,349	2,890	2,796	16,909	21,910
	NGO	1,612	2,185	2,296	2,138	1,311
	TOTAL	11,603	14,922	15,676	29,704	31,662
Ratanak Kiri	United Nations Agencies	745	1,034	1,404	1,214	757
	Int'l Financial Institutions	995	1,051	440	0	0
	European Union	2,700	3,773	3,851	3,492	2,211
	Bilateral	683	8,411	10,466	13,014	8,173
	NGO	1,117	1,044	1,148	1,752	714
	TOTAL	6,240	15,313	17,309	19,472	11,854
Siem Reap	United Nations Agencies	5,296	6,425	6,115	5,779	6,787
	Int'l Financial Institutions	9,203	10,597	7,622	6,331	8,885
	European Union	6,417	11,466	12,167	9,987	8,890
	Bilateral	7,925	5,501	12,466	15,115	23,511
	NGO	25,371	21,245	26,132	29,121	23,983
	TOTAL	54,212	55,233	64,502	66,333	72,056
Krong Preah Sihanouk	United Nations Agencies	209	267	390	254	208
	Int'l Financial Institutions	1,203	1,910	3,387	9,206	14,441
	European Union	1,703	1,438	1,636	880	859
	Bilateral	16,864	28,243	19,516	11,605	14,532
	NGO	3,871	4,228	4,289	4,694	3,885
	TOTAL	23,849	36,086	29,219	26,639	33,924
Stung Treng	United Nations Agencies	922	863	862	590	833
	Int'l Financial Institutions	995	1,464	558	3,705	5,000
	European Union	2,393	2,730	3,208	2,311	1,982
	Bilateral	273	7,760	9,816	12,427	8,230
	NGO	1,138	1,157	1,387	1,266	279
	TOTAL	5,722	13,974	15,831	20,301	16,324
Svay Rieng	United Nations Agencies	2,644	2,239	2,073	1,043	636
	Int'l Financial Institutions	0	34	171	1,904	1,800
	European Union	984	1,783	2,516	1,078	818
	Bilateral	4,665	2,357	950	623	3,508
	NGO	1,048	928	1,472	973	483
	TOTAL	9,342	7,342	7,182	5,622	7,245
Takeo	United Nations Agencies	1,128	1,009	892	546	670
	Int'l Financial Institutions	4,424	4,258	3,711	2,913	0
	European Union	1,092	2,836	3,304	5,988	7,422
	Bilateral	1,728	3,350	6,369	8,031	9,377
	NGO	5,295	4,470	4,561	2,956	1,421
	TOTAL	13,666	15,923	18,837	20,436	18,890
Otdar Meanchey	United Nations Agencies	1,083	1,023	956	832	1,270
	Int'l Financial Institutions	6,989	5,655	2,621	2,692	3,209
	European Union	2,081	4,584	2,726	2,744	1,379
	Bilateral	316	447	773	4,902	6,708
	NGO	1,899	2,233	1,680	1,439	1,262
	TOTAL	12,369	13,941	8,757	12,609	13,827
Krong Kep	United Nations Agencies	42	9	44	61	57
	Int'l Financial Institutions		9	31	120	0
	European Union	861	1,171	1,263	567	529
	Bilateral	0	0	103	0	0
	NGO	210	162	315	140	95
	TOTAL	1,112	1,351	1,757	878	682
Pailin	United Nations Agencies	152	200	216	465	525
	Int'l Financial Institutions	152	24	31	120	0
	European Union	56	300	115	516	11
	Bilateral	4,144	9,479	4,062	2,823	910
	NGO	271	225	358	298	127
	TOTAL	4,775	10,229	4,781	4,222	1,573
Nation-Wide	United Nations Agencies	30,209	57,471	46,868	38,099	31,889
	Int'l Financial Institutions	78,767	81,217	71,153	143,380	100,348
	European Union	118,297	112,081	108,843	110,953	101,824
	Bilateral	126,944	158,603	176,818	175,718	172,739
	NGO	825	1,456	2,735	2,066	1,696
	Others	38,601	48,110	67,437	73,416	64,264
TOTAL	393,644	458,937	473,854	543,632	472,761	
Unknown	United Nations Agencies	5,131	0	0	796	200
	Int'l Financial Institutions	41,659	186	0	380	3,640
	European Union	7,758	0	621	1,482	13,140
	Bilateral	32,878	6,190	3,724	1,166	6,651
	NGO	87,427	6,377	4,345	3,824	23,631
	TOTAL	73,160	101,769	88,209	80,872	83,529
Grand Total	United Nations Agencies	187,391	149,818	133,203	245,697	223,209
	Int'l Financial Institutions	190,978	200,700	196,267	192,476	180,277
	European Union	377,625	391,339	462,129	525,816	512,216
	Bilateral	110,769	108,462	127,485	116,999	77,394
	Others	38,601	48,110	67,437	73,416	64,264
	TOTAL	978,523	1,000,198	1,074,731	1,235,275	1,140,888

## ANNEX TWO

### CAMBODIA ODA DATABASE SECTOR AND SUB-SECTOR CLASSIFICATIONS

Sector / Sub-sector	
<b>Social Sectors</b>	
<b>Health</b>	<b>Education</b>
Hospitals	Primary/Basic
Immunisation & Disease Control	School and Facilities
Medical Education	Secondary Education
Medicines & Equipment	Sector Policy
Primary Health	SWAp
Reproductive Health	Teacher Training
Sector Policy	Tertiary, Vocational and Higher
SWiM	
<b>Economic Sectors</b>	
<b>Agriculture</b>	<b>Manufacturing, Mining &amp; Trade</b>
Agriculture financial services	Industrial Development
Agriculture inputs	Mining, Fossil Fuel
Agriculture sector policy and management	Policy and Administration
Agriculture Water & Irrigation	SME Policy and Development
Cash and Export Crops	Technological Research
Education, Training	Trade Policy, Negotiation
Extension Services	
Fisheries	<b>Rural Development</b>
Food Crops	Land Management and Planning
Food Security, Nutrition	Land Mine Clear
Forestry	Rural Roads
Livestock & Veterinary	Rural Sector Policy and Administration
Meteorology	Rural Water & Sanitation
Post-harvest	
	<b>Banking and Business Services</b>
	Business Support Services
<b>Urban Plan &amp; Management</b>	Financial Sector Policy, Planning & Regulation
Land Management and Spatial Planning	Formal sector financial institutions
Urban Sector Policy and Administration	Informal sector financial institutions
<b>Infrastructure</b>	
<b>Transportation</b>	<b>Water and Sanitation</b>
Air Infrastructure & Transport	Education and Training
Rail Infrastructure & Transport	River Development
Road Infrastructure & Transport	Sector Policy and Planning
Transport Policy and Management	Waste Management
Water Infrastructure (port)	Urban Water Supply and Sanitation
<b>Energy, Power and Electricity</b>	<b>Information and Communications</b>
Energy Research	ICT
Energy Policy and Management	Post & Telecommunications
Power Generation	Radio / Television / Print Media
Power Transmission	
<b>Services &amp; Cross-Sectoral Programme</b>	
<b>Community and Social Welfare</b>	<b>Governance &amp; Administration</b>
<b>Culture &amp; Arts</b>	Economic & Development Policy/Planning
<b>Environment and Conservation</b>	Elections
<b>Climate change (adaption &amp; mitigation)</b>	Human Rights
<b>Gender</b>	Legal and Judicial
<b>HIV/AIDS</b>	Decentralisation & Deconcentration
<b>Tourism</b>	Public Financial Management
<b>Budget &amp; Balance of Payments Support</b>	Public Administration Reform
<b>Emergency and food aid</b>	Civil Society