

Summary Findings and Proposals for the Formulation of a Development Cooperation and Partnerships Strategy (2014-2018)

Draft for Discussion

**Cambodian Rehabilitation and Development Board (CRDB)
Council for the Development of Cambodia (CDC)**

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www.cdc-crdb.gov.kh/strategy**

DEVELOPMENT COOPERATION & PARTNERSHIPS STRATEGY (2014-2018)

Summary Findings and Proposals

I. Introduction

In 2013, CRDB/CDC will prepare the Royal Government's [Development Cooperation and Partnerships Strategy for 2014-2018](#). The over-arching objective of this Strategy is the promotion of development effectiveness. Succeeding and replacing the 2006-2010 Strategic Framework for Development Cooperation Management (SFDCM), this revised Strategy will identify objectives and goals for managing development cooperation and partnerships as well as setting out approaches to implementation and monitoring of development cooperation activities.

The formulation of the Development Cooperation and Partnerships Strategy is intended to be consultative and evidence-based, learning from the experience and perspectives of different stakeholders across a range of sectors. To date, a set of five background papers have been prepared to elaborate some of the evidence and experience related to the more high-profile issues that will shape the final Strategy document.¹ During January and February 2013, CRDB/CDC staff also conducted individual interviews with officials and representatives of nearly 50 Government ministries/agencies, development partners, NGOs and private sector actors.

This paper presents a summary of the findings from this analytical work and evidence-gathering. It then makes a number of proposals for promoting development effectiveness in Cambodia and for strengthening the development partnership. These proposals, and further issues for discussion, are to be presented to a meeting of the TWG Network at a retreat on 25-26 March 2013, with this paper supporting the preparation of meeting participants and guiding the discussion. It is structured around the four main sets of issues discussed during the interviews and is augmented with evidence presented in the five background papers as well as a discussion of arrangements for monitoring and evaluation:

- 1) Promoting development effectiveness in the Cambodia context.
- 2) Partnering and dialogue arrangements: performance and future direction.
- 3) Identifying a complementary role for all development actors.
- 4) Strengthening national capacities and systems.

II. Promoting development effectiveness in the Cambodia context

Development effectiveness has been defined by the Royal Government as emphasising: (a) the achievement of development results; (b) the strengthening of national capacities and systems that can maintain service delivery standards and be responsive to new challenges/opportunities; and (c) the creation and promotion of broad and effective development partnerships that can function effectively and collaboratively for the benefit of national development.

In practice this means establishing a partnership that concentrates its individual and collective resources – human, organisational and financial – on achieving the goals set out in the NSDP. In turn, the NSDP must itself be focused on a clear set of national priorities and articulate a defined set of national development targets that can be monitored and used for programming at

¹ These papers consider: (1) A SWOT analysis of the development partnership; (2) Dialogue and partnering arrangements; (3) Private sector partnerships; (4) ODA trends; and (5) South-South & Triangular Cooperation. See www.cdc.crdp.gov.kh/strategy

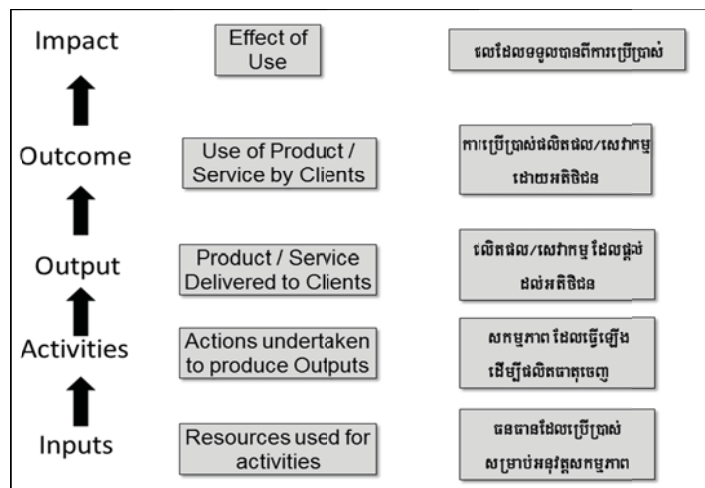
sector and project level. Beyond ODA, the NSDP must provide a platform for a wider range of actors to engage constructively in the national development effort. Consultations identified the following key points:

- The NSDP needs to communicate a clearer set of thematic priorities so that ownership is manifested in a more strategic approach to development (and allocation of domestic and external resources).
- These priorities can then be used to identify the desired results (to promote alignment) and monitoring arrangements with a clear linkage between national, sector/thematic and project-level programming and resourcing.

Use of Results frameworks

The Royal Government’s commitment to achieving development results requires an improved framework for linking policy to inputs to activities and, ultimately to results (outputs and outcomes). Consultations revealed a high degree of interest in, and commitment to, the use of improved results-based approaches to guide development cooperation and the partnership dialogue. This will build on the successful JMI review and revision exercise that took place in the latter half of 2012. Specifically, the results framework will highlight the main elements in the results chain, as shown in the picture below.

Results-based approaches have the potential to better link the national results identified in the NSDP with sector programmes and, in turn, the programming of external funds. Results that require collaboration across sectors can also promote cross-sectoral dialogue to ensure adequate resourcing, effective implementation and robust monitoring. It follows that partnering arrangements and dialogue mechanisms should be focused on, and structured around, the achievement of these results.



Improved use of results-based approaches

Specific proposals for building on the good foundations laid by the current national monitoring and JMI arrangements and for promoting development effectiveness include:

1. Developing a results framework associated with the NSDP 2014-2018 to identify the national development results that are prioritized for Cambodia in the next five years.
2. Preparing sectoral results frameworks that identify actions required to achieve the national results, including to identify collaboration with other ministries and stakeholders.
3. Identifying JMIs derived from these sector results frameworks that will remain in place for 5 years (the NSDP implementation period) and be subject to annual progress review and reporting through the GDCC.
4. Ensuring alignment of external resources by mandating development partner project results frameworks that clearly show the contribution to national/sectoral results.

The table below sets out how results-based approaches can strengthen “vertical linkages” between national-sectoral-project levels as well as “horizontal linkages” across sectors and reform programmes.

Improved “vertical” linkages between national, sector and project level programming and monitoring			
National level: NSDP		Sector Strategies & Plans	Project
Improved consistency across sectors	1. Monitoring through national & sector results and use of results frameworks linking national-sector-project level		
	Key performance indicators at the NSDP outcome level	Sector results frameworks linked to NSDP outcomes & budget strategic plan	Project frameworks aligned with sector goals
	2. Qualitative evaluation and consensus-building through greater results-focus in use of dialogue mechanism		
	<ul style="list-style-type: none"> • CDCF / CDF focus (review of NSDP and major reforms; dialogue on major sector issues and financing) 	<ul style="list-style-type: none"> • GDCC focus / JMIs for 5-year period (annual monitoring) • Private sector & NGO dialogue also focused at this level 	<ul style="list-style-type: none"> • TWG work focused here • Progress and issues discussed at quarterly TWG meeting

Results frameworks have the potential to clearly identify both what needs to be done (defining what effective development will look like) and what is being done (by whom), providing a useful framework for managing for results and for promoting mutual accountability. In this way, results frameworks can also help to link and coordinate policy, activity and monitoring at national, sectoral and project level (including to the Budget Strategic Plan or Annual Operational Plan, which will reinforce PFM reforms to support integration of domestic and external finance).

The TWG Network retreat meeting is requested to consider the increased use of results frameworks as well as the management arrangements, work process and capacities that are required to make them effective.

III. Partnering and dialogue arrangements: performance and future direction

The Royal Government has strongly recognized that an effective development partnership requires equally effective dialogue and consultation mechanisms. There has therefore been frequent reviews and evaluations of performance (mid 2006, 2008 and 2010) of the current 3-tier consultation mechanisms (TWGs, GDCC, CDCF) employed over the last decades to ensure continued high performance in the future.

The strong emphasis now placed on results and partnership approaches in the development dialogue implies that new partnering skills must be employed in order to make this dialogue effective. There is a need to recognize, for example, that trust, transparency and mutual benefit must be promoted for partnering dialogue to be productive. This, in turn, means that there must be strong incentives and capacities in place to ensure that all stakeholders participate effectively to maximize the potential of the dialogue arrangements.

Performance of the current dialogue arrangements

Analysis and stakeholder interviews, which included a focus on dialogue arrangements, has shown that many TWGs have usefully developed partnership principles that codify their working arrangements. Others have established working groups and other arrangements to ensure that there is balance between focus on technical work and inclusive dialogue. TWGs have therefore

become a useful mechanism for exchanging information, however insights acquired during consultations in early 2013 confirm earlier findings that highlight the difficulties in promoting inter-agency dialogue, linking TWG discussion to the work of ministries and major public service reforms, and accommodating cross-sectoral issues. Policy coherence is sometimes problematic and is therefore one of the future priority objectives for higher levels of partnership dialogue.

These higher levels of dialogue currently include the GDCC and the CDCF. These mechanisms have been highly effective in convening Government and development partner representatives at senior level. This has enabled discussion on national development frameworks, such as the NSDP, development financing and the use of mutual accountability tools, such as the JMIs. Given the often overloaded agenda and the formality of the meeting, however, these mechanisms have been felt by some stakeholders to limit dialogue, discussion and agreement. The Royal Government therefore looks forward to discussion with its partners on the structure of future arrangements for dialogue at technical, policy and political levels.

Proposed arrangements for an improved partnership dialogue

1. TWGs review their working arrangements, including membership and focus, in order to ensure the results-based approach is made operational. TWGs may choose to discontinue their work and instead adopt a more flexible arrangement based on existing councils/secretariats or the use of task-specific sub-groups that are established for time-specific periods related to a defined scope of work. TWGs or their successor arrangements hold an annual Results Review Meeting/Retreat based on their results framework.
2. TWGs (or successor arrangements) are also required to establish informal dialogue arrangements such as use of an informal meeting or core group meeting to discuss critical issues prior to the TWG or GDCC meeting. A results framework at sector level, with improved knowledge management and information sharing, could potentially replace many information-sharing meetings, especially if complemented by improved CDC-led information on sector ODA mapping.
3. GDCC meets once annually as a half-day meeting that addresses JMI progress and national priority issues. The GDCC Chair and secretariat meet quarterly with the Lead Development Partner and key development partner representatives to follow up on the progress on issues that have been raised during the GDCC meeting or to identify issues that have arisen between meetings, as well as to jointly develop the agenda for the next GDCC.
4. GDCC is complemented by bilateral reviews (led by CDC or MEF), an annual Government-Private Sector Forum and an annual Government-NGOs meeting. More direct engagement by development partners in private sector development is encouraged through dialogue with Government (via the RGC Steering Committee on Private Sector Development) and with private sector representatives (Cambodia Chamber of Commerce, which serves as secretariat to the G-PS Forum).
5. The CDCF progressively evolves into the Cambodia Development Forum (CDF), with an increased representation of national stakeholders (private sector, civil society) and a focus on broader development effectiveness and financing issues. The transition from CDCF to CDF will be managed in stages; the first CDF will take the form of two back-to-

back meetings, one on Development Cooperation followed by another on Private Sector Development. An assessment will then be made of future arrangements towards fully integrating these processes.

High-level dialogue	Cambodia Development Forum			
Policy dialogue & policy review	<ul style="list-style-type: none"> • Meeting annually, bringing together RGC, DPs, PS & NGOs • High-level meeting on national development: priorities, progress, challenges, financing • Ensuring feedback and consistency in dialogue at lower levels 	Government-Private Sector Forum Meeting annually	Government-NGO Consultation Meeting Meeting annually, focus on: <ul style="list-style-type: none"> • NGO role in supporting service delivery • Partnering to promote welfare of the people Includes general discussion & sector focus	Government-Development Partner Coordination Committee Meeting annually, focus on: <ul style="list-style-type: none"> • NSDP progress • JMIs • Public sector reforms • Cross-sector issues
Technical discussion & information sharing	Comprises 8 sub-groups responsible for coordinating among private sector DP coordination through: (i) RGC Steering Committee on PSD (ii) Cambodia Chamber of Commerce (secretariat to G-PSF)	<ul style="list-style-type: none"> - NGOs active in TWGs - Principal NGO focal points are responsible for coordinating among NGOs prior to the annual meeting (e.g. pre-meeting, setting up agenda, etc.) 	Technical Working Groups <ol style="list-style-type: none"> 1. Ministries/Councils with committees (PFM, PAR, HIV/AIDS, NCDD, climate change) replace TWG with task-specific sub-groups and annual review meeting. 2. Other TWGs confirm future role and format. May select option 1. All TWGs to hold an annual results meeting and establish informal consultation group. 3. TWG members identify resource needs and funding sources for secretariat. 	Bilateral RGC-DP consultations Continues as per current arrangements under coordination of MEF or CDC. Improved use of annual bilateral country programme reviews will complement multi-stakeholder dialogue and ensure DPs are aligned to respective results frameworks of priority programmes under their support.

The review of the dialogue arrangements revealed a high degree of support for the current basic structure. Several areas where they can be strengthened or complemented with improved management arrangements, technical support or commitment have been identified, however. Promoting policy dialogue, ensuring consistency between national and sector levels and between sectors (for cross-cutting issues) and linking to major reform programmes is therefore an objective that the 2014-2018 Development Cooperation and Partnerships Strategy seeks to achieve.

The TWG Network meeting is requested to consider the arrangements outlined above so that some degree of consensus can be reached on future partnership dialogue arrangements.

IV. Identifying a complementary role for all development actors

There is a strong consensus that ODA has contributed to wider development progress. Even as economic growth continues, there will be a continued role for external resources as an important source of development finance over the medium-term. To respond effectively to Cambodia's current and future development priorities, however, there is a need to engage more comprehensively with other development actors. This includes the private sector, NGOs and civil society, and with regional partners and other providers or sponsors of South-South Cooperation.

Promoting private sector development

With regard to the private sector, interviews during early 2013 highlighted that, while there is a good basis for dialogue with Government, there are many development partners who wish to link their cooperation more closely to the expansion of the domestic economy and associated improved livelihoods for the people. There are four principal areas of support in which development partners can contribute to private sector development:

a) Support to public infrastructure development

- Transport infrastructure
- Power generation and distribution
- Water and irrigation services
- Economic corridor development and promotion of Special Economic Zones
- Opportunities to use ODA infrastructure loans to leverage a private-sector role in the financing of infrastructure projects

b) Support to Government efforts to enhance the enabling environment

- Support to the development and regulation of the financial sector, including for micro, small and medium-sized enterprises.
- Advice and access to expertise on labour relations and improvements of the working environment.
- Policy advice on legal matters such as financial sector regulation, contract law, registration and regulation of businesses, taxation and investment codes (to promote investment as well as to maximise domestic revenue collection).
- Capacity development on trade facilitation, diversifying production and accessing markets.
- Continued support to government reforms and institution building that provide assurance of quality public services that crowd in private investment and reduce perception of investor risk.
- Access to knowledge and technology transfer (including South-South) on innovative technologies that increase information and market efficiency for producers and traders.

c) Strategic investments that promote economic competitiveness

- Joining and supporting established policy dialogue between the Government and private sector to understand the needs of the private sector and to identify opportunities for engagement.
- Facilitating business and commercial ties between Cambodia and the development partners own country.
- Investing in social sectors, including vocational education, that promotes improved opportunity and livelihoods as well as longer-term increases in labour productivity (through health and basic education, for example). This may also include partnering with the private sector to explore new models for delivering public services based on innovations in the private sector.
- Ensuring that ODA aligns with Government actions to promote urban-rural linkages and climate change adaptation to ensure a balanced, equitable and sustainable development.

- Supporting knowledge transfer on innovative approaches to partnering with the private sector and engaging with private sector actors (including South-South exchanges) in areas such as market information services, public-private partnerships, value-chains, aid for trade, access to capital markets, risk management, product design and distribution.

d) Direct partnerships with the private sector

- Direct support to the micro-finance sector, for example in provision of credit on concessional terms to micro-lenders and advisory/capacity-related support to micro-finance agencies for the provision of other financial services
- Promoting corporate social responsibility initiatives both within the firm (workforce training and welfare) and outside, for example in establishing codes of conduct, sharing information on good practices, identifying innovative funding opportunities.
- Partnering on private sector philanthropy initiatives and using ODA as venture capital to pilot innovative products/services or to leverage financial support and technology development/transfer from the private sector.
- Supporting the private sector to explore and understand how they can become effective development actors in their own right (and understanding the limitations of this concept).

Interviews have confirmed a high degree of interest in a more focused and coherent dialogue between Government, development partners and private sector actors. This has informed the proposed arrangements made earlier in this paper on dialogue and partnering arrangements.

NGO partnerships for effective service delivery

Similarly for NGOs, the Government recognizes the significant contribution they continue to make, both in terms of resources and in supporting service provision in the social sectors. Arrangements have therefore already been made to hold annual consultations with NGOs. The purpose of the annual meeting shall be to support the implementation of Cambodia's national, sub-national and sectoral/thematic development strategies, identifying shared goals and appropriate actions for Government, NGOs and, where relevant, joint activity that can lead to improved performance and development effectiveness. This is intended to promote mutual understanding and information sharing on progress achieved, challenges faced and solutions proposed. A number of general principles have been agreed to guide discussion so that the annual consultation meeting shall be:

- (a) *Constructive* – the meeting promotes the achievement of national development goals, providing an opportunity for feedback based on experience in programme delivery;
- (b) *Coordinating* – the meeting offers an opportunity to bring together a range of actors and partners to ensure that all essential tasks are being performed efficiently;
- (c) *Consultative* – the meeting shall provide an opportunity for effective two-way communication, allowing all parties to engage in a dialogue;
- (d) *Complementary* – the meeting will promote efficiency and effectiveness by promoting consistency and linkages between different areas of work and across different policies;
- (e) *Collaborative* – the meeting shall identify opportunities for promoting Government-NGO partnership in service delivery and contracting in key sectors;

- (f) *Mutual benefit* – all parties should be able to utilise the meeting to guide their own work more effectively and to promote the achievement of results that benefit the people.

Making increased and strategic use of South-South and Triangular Cooperation

As a complement to traditional North-South modes of support, South-South cooperation has the potential to provide policy solutions and technologies that are more contextualised, demand-led, responsive, flexible, cost-effective and sustainable. The following principles and approaches make it a relevant and attractive proposition for Cambodia:

- i) South-South Cooperation is a Southern-led process to be seen as a natural expression of collaboration and mutual interest between partner countries, at global, regional, and country levels.
- ii) South-South Cooperation is a historical process, with unique characteristics, including that providers are often themselves aid recipients. This can mean that South-South support reflects solidarity, adapts to local contexts and capacities, and promotes mutual benefit and win-win outcomes and horizontal partnerships.
- iii) Although the practices and modalities may differ from those of traditional aid partnerships, and Southern partners generally do not consider themselves to be donors, the objectives of South-South Cooperation are the same: responding to national development challenges and achieving the MDGs.
- iv) The main areas of support are: sharing of experience and learning, knowledge exchange, and technology and skills transfer.
- v) South-South Cooperation is typically demand-driven in nature and is not a substitute for, but a complement to, North-South development cooperation.
- vi) Triangular cooperation can act as a bridge between South-South and North-South cooperation, promoting synergies between partner countries, Southern partners and donors.

Perhaps the most important considerations to be included in the preparation of the Development Cooperation and Partnerships Strategy are as follows:

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

During the interview process it was apparent that Government officials are broadly satisfied with the hybrid approach to coordinating with ODA-providing development partners and regional or South-South actors. Improved approaches to information management, however, may allow these resources to be effectively coordinated & aligned with both domestically- and ODA-funded activities. Further views of participants at the TWG Network retreat meeting on how to make improved use of South-South and triangular approaches are most welcome.

V. Strengthening national capacities and systems

The fourth area of focus during interviews was the role of ODA in developing national capacities and systems. This focuses on the second pillar of development effectiveness in Cambodia that emphasises sustainability in service delivery and capacity. Technical cooperation, the main external source of capacity development support, amounted to USD 285 million in 2012, accounting for approximately 20% of total ODA. The Royal Government has previously stated that the primary rationale for the use of technical cooperation resources is to support capacity development. Technical cooperation comprises only one of a range of inputs that are required to support the capacity development process, however, and the role of technical cooperation is therefore limited to performing a catalytic and facilitating function.

Ultimately capacity development must, by its nature, be an internally-driven and usually long-term process. This means not only that Government must lead the capacity development process but also that it must be given the space and flexibility to ensure that technical cooperation is consistent with its broader capacity development objectives. Technical cooperation provision must therefore be sensitive to the operating environment and the broader change context, and this necessarily requires Government leadership of a partnership-based approach to programming technical cooperation. The role of development partners in technical cooperation provision should therefore be facilitating and supportive, responding to priorities and needs identified by Government.

Interview findings, however, identified continued concern from both Government and development partners with respect to the impact of capacity development and reform efforts over recent years. Technical cooperation interventions, often with an emphasis on training, are rarely associated with a holistic capacity needs assessment undertaken at the organisation or sector level. Where sector plans/strategies exist, they may not comprehensively address issues related to capacity and performance, focusing on technical training requirements as opposed to the more systemic constraints that affect organisational performance. Capacity initiatives are felt to be too often fragmented and related to project priorities rather than those of the broader sector/thematic context. The major reform programmes of the Government usually do not correspond to externally-provided capacity support or may even be absent from the sector dialogue on organisational structure, management and performance.

More fundamentally, issues of a more qualitative nature – concerning commitment, trust and competing agendas – were frequently identified. Many of the capacity and reform challenges are complex in nature and require coordinated multi-sectoral responses, however there are relatively few examples of programmes that successfully manage this cross-sectoral challenge. Similarly, technical cooperation provided by development partners is seldom able to engage beyond the limits of its respective ministry or sector.

The virtue of a more coordinated and harmonised approach to technical cooperation provision lies not only in more relevant and effective design and delivery but in the underlying process that promotes national leadership that, in turn, should lead to a more robust assessment of the objective and design of technical cooperation. The decision of the Government to establish programme-based approaches as a preferred management arrangement in November 2010 was a direct response to this challenge. Joint approaches to capacity assessment, programming, implementation and monitoring are placed centre-stage in the PBA arrangement modified for use in Cambodia but have so far been under-utilised.

Given the capacity requirements associated with successfully and collectively employing results frameworks as part of the development effectiveness agenda, the TWG Network retreat is requested to provide further insights into how capacity and reform efforts can be more effectively implemented by Government and supported by development partners. Bold proposals, such as mandating or prescribing certain capacity-related practices and systems use in some pilot sectors, may be worthy of further discussion.

VI. Monitoring and evaluation arrangements

Just as the Development Cooperation and Partnerships Strategy promotes development effectiveness through the use of results frameworks, so shall the Strategy itself be associated with its own results framework and monitoring arrangements.

A results framework for the Development Cooperation and Partnerships Strategy

At the highest results level, the Strategy shall identify clear objectives and outputs that are to provide the focus for implementation efforts – and monitoring – over the five-year period beginning 2014. At the September 2012 GDCC meeting these were presented as follows:

Strategic Outcomes and Outputs for Development Cooperation in Cambodia

Overarching objective / outcome

To ensure that development cooperation resources are used for maximum effectiveness and impact in reaching Cambodia's development goals.

Output 1 - Promoting the effective and sustainable use of development resources

Activities under this output will focus on completing the 'unfinished business' of the Paris Declaration commitments, including to ensure resource alignment with national priorities through the use of PBAs.

Output 2 - Strengthening partnerships to focus on development results

This output area focuses on ensuring that dialogue and partnering arrangements are effectively used, including by applying results-based approaches to the programming and monitoring of resources.

Output 3 - Using development cooperation resources to promote broad-based growth

Development partnerships and the resources they provide are to be used in a more catalytic manner to complement and promote South-South and triangular cooperation and private sector partnerships.

Once finalised, indicators, baselines and targets will be identified. Indicators will be informed by the adoption of global indicators employed as part of the Busan global monitoring arrangements. Activities can then be programmed on an annual basis under the leadership and overall coordination of CRDB/CDC and in discussion with the Partnership and Harmonisation TWG.

National and sector monitoring of ODA – possibilities and potential

To further support the development effectiveness effort at sector/thematic level there may be a demand for increased analytical work by CRDB/CDC, for example in using the ODA Database to identify the sector results framework that each project contributes to and even the specific results area that is being supported. At a national level, some form of monitoring of ODA alignment may be possible, in coordination with Ministry of Planning review of NSDP implementation. Similarly, evaluation of projects that contribute to a specific results area will become possible so that attribution and learning from implementation experience inform future policy dialogue. Joint monitoring could therefore move beyond the recording of inputs towards assessing contribution to sector and national results.

Mid-term evaluation

The Royal Government believes that qualitative evaluation is a necessary complement to the monitoring process. A mid-term evaluation - or some other form of participatory qualitative review of implementation and lessons learned - may therefore be undertaken during the first half of 2016. The utility of such an exercise for supporting national as well as post-Busan global partnership efforts will be reviewed by Government in dialogue with the Partnership and Harmonisation TWG, taking account of factors such as timing, cost and the perceived cost-benefit of such an exercise.

With a forward-looking perspective, such an evaluation may include a survey of the external environment concerning provision of ODA and Cambodia's evolving development priorities. This will ensure forward-looking preparedness as ODA delivery trends change (e.g. more use of parallel specialized funds in health, climate change etc) and Cambodia's priorities change as it moves toward middle-income status.

The perspectives of participants at the TWG Network meeting on these proposals are highly appreciated.