

Cambodian **GOVERNMENT–PRIVATE SECTOR FORUM (G-PSF)**

POLICY BRIEF: 1

5 November 2024, James P. Brew¹

¹ James P. Brew is the Senior Advisor for G-PSF at CAPRED

ABBREVIATIONS

BMO	Business Member Organisation
CAPRED	Cambodia Australia Partnership for Resilient Economic Development
CCC	Cambodia Chamber of Commerce
CDC	Council for the Development of Cambodia
G-PSF	Government-Private Sector Forum
IFC	International Finance Corporation
PPD	Public-Private Dialogue
PPDR	Public-Private Dialogue for Results
PSWG	Private Sector Working Group
RGC	Royal Government of Cambodia
SOP	Standard Operating Procedure
WG	Working Group

SYNOPSIS

This policy brief provides an overview of the Cambodian Government-Private Sector Forum (G-PSF), from its founding to the challenges and opportunities of the present day. It is the first in a planned series of policy briefs that delve into the G-PSF model.

The G-PSF is a comprehensive public-private dialogue mechanism that comprises a plenary forum chaired by the Cambodian Prime Minister and technical working groups (WGs). Its primary function is to provide a platform through which government and industry can come together to discuss, debate and create solutions to regulatory or policy issues to promote economic growth.

The G-PSF demonstrates how collaboration and trust-building can deliver practical solutions to complex problems. Operating in a post-conflict, emerging market context, the G-PSF has shown remarkable durability. This resilience can be attributed to its early process introduction, rigorous implementation routines and the surrounding strong political will. The G-PSF has been recognised as one of the most successful public-private dialogues² of its kind and has informed the global narrative on stakeholder engagement in emerging markets³.

Cambodia underwent a major political transition in 2023 and is dealing with a rapidly changing geopolitical and global economic environment. This means that the G-PSF's role in facilitating interaction between the public and private sectors is more crucial than ever. However, the G-PSF faces challenges in communication, accountability, private sector participation and institutional sustainability⁴. Addressing these challenges, introducing a next-generation G-PSF, and reinforcing its sustainability could, therefore, have a substantive positive impact on the Cambodian economy.

The current phase of the G-PSF is focused on doing exactly this. It includes using a Public-Private Dialogue for Results (PPDR) approach (section 1.2) to improve the G-PSF's institutional base (in both government and private sector), enhance the quality of WG consultations and increase accountability.

The policy brief is organised as follows:

Section 1 introduces the G-PSF, what it is, and why it was formed

- Section 2 provides an overview of the G-PSF structure and key processes
- Section 3 highlights the G-PSF's main achievements
- Section 4 discusses the G-PSF's challenges
- Section 5 discusses the next phase of the G-PSF.

² Herzberg, B. & Sisombat, Dr, Lili, 'Sustainability of Public-Private Dialogue Initiatives: Practical Note to Ensure the Sustainability of Dialogue Partnerships', the World Bank Group, 2016 ([Link to report](#)). Toland, M. April 2009. Independent evaluation of 30 World Bank Group (WBG)-supported Public Private Dialogue and Reform Platforms for Private Sector Development (Business Forums and Investors Councils). Evaluating 24 of the PPD, World Bank Group, Fourth PPD Workshop, Vienna. ([Link to article](#))

³ For example, the experience of the G-PSF is reflected in the World Bank's Public Private Dialogue (PPD) Handbook. See Herzberg, B; Wright, A. The Public Private Dialogue Handbook, WBG. 2007.

⁴ World Bank Group, 'Impact Assessment of the Public-Private Dialogue Initiatives in Cambodia, Laos PDR and Vietnam'. 2007. ([Link to report](#))

1. INTRODUCTION

This policy brief provides an overview of the Cambodian Government-Private Sector Forum (G-PSF), which is the peak mechanism for consultation between the Royal Government of Cambodia (RGC) and the private sector. It is considered a key pillar in improving the investment climate in Cambodia.⁶

The G-PSF demonstrates how collaboration and trust-building can deliver practical solutions to complex problems. It brings together government and industry representatives to discuss, debate and create solutions to regulatory or policy issues that are constraining growth.

The G-PSF consists of a national plenary, presided over by the Prime Minister, and 16 working groups (WGs). Some are industry-specific (e.g. Tourism), while others are cross-cutting (e.g. Law, Tax and Governance). Issues are identified through the WGs over the year, filtered and fed to the national plenary for resolution. Each WG is co-chaired by a government minister and a senior industry representative.⁷

Since its establishment in 1999, the G-PSF has conducted 19 plenaries. The most recent plenary – the 19th G-PSF – was held on 13 November 2023, following a four-year hiatus due to the Covid-19 pandemic. It was conducted under the chairmanship of the recently appointed Prime Minister, Hun Manet. Participants included about 1,200 representatives⁸ from the government, private sector and development partners.

While the concept of bringing the government and private sector together to resolve issues is straightforward, sustaining a results-oriented process that generates meaningful outcomes requires work. Global experience suggests that access to dialogue is a necessary but insufficient condition for achieving results:

robust institutions and the highest levels of political support are also required.

There is a high degree of buy-in from both the RGC and industry stakeholders to ensure that the G-PSF has durable institutional structures and the capacity to deliver tangible results for Cambodia's economy.

1.1. Policy context and history of the G-PSF

Aiming for economic rehabilitation and stability

The G-PSF was established in 1999 as an initiative of the former Prime Minister Samdech Techo Hun Sen. The first plenary took place in December of that year. The Prime Minister's opening remarks emphasised that the objective was to elevate the private sector's role and improve the partnership between the private sector and the government.

'[The G-PSF] will provide the private sector with an opportunity to voice their challenges and concerns about doing business and investing in Cambodia. It will also give an opportunity for the government to learn about, and to address them with appropriate measures that aim to enhance the business and investment climate in Cambodia.'

– **Prime Minister Samdech Techo Hun Sen**⁹

The original implicit aims of the G-PSF were to: 1) promote private sector development; 2) promote economic rehabilitation; and 3) enable the private sector to be Cambodia's engine of growth.

These served to address two compounding contextual issues at that time. First, in the late 1990s, Cambodia was transitioning from civil war into an era of peace, security and economic rehabilitation. Throughout this transition, the relationship between the government and the

⁵ Foreign firms are not a focus of the G-PSF. Instead, they engage in public-private dialogue (PPD) through various international Business Membership Organisations (BMOs) (such as EuroCham, the JBIC, Malaysian and Singaporean Chambers of Commerce).

⁶ Cambodian Federation of Employers and Business Associations ([CAMFEBA](#)).

⁷ For example, the Law, Tax and Governance WG is co-chaired by the Minister of Economy and Finance and a nominated Representative of the Private Sector, who is also a member of the Cambodian Chamber of Commerce.

⁸ At the 19th G-PSF, 31% of attendees were women.

⁹ Council for the Development of Cambodia: Minutes of the First Government-Private Sector Forum (1st G-PSF), held on 21 December 1999.

private sector was characterised by low levels of trust and minimal formal interaction, and the private sector had limited advocacy functions. This was not conducive to Cambodia's economic development. Second, in 1997, due to the Asian Financial Crisis, Cambodia experienced an estimated 45% drop in investment flows, along with a 35% decrease in new investment commitments, compared with 1994–96.¹⁰ The G-PSF served as a tool for addressing the economic crisis, and it became evident to the

government that the private sector needed to be a partner in development.

The accountability of the G-PSF was bolstered by the RGC's decision to live telecast all plenaries. In the context of post-conflict Cambodia, this move was profound. It allowed the private sector to directly raise issues with the RGC, fostering a more open and inclusive decision-making process for the entire country. Government-private sector dialogue of this kind had not been seen before in Cambodia.

Box 1: Development partner support to the G-PSF

Soon after its establishment, from 2002 to 2007, the Australian Government and the International Finance Corporation (IFC) offered institutional support to the G-PSF. This support was channelled through the Council for the Development of Cambodia (CDC) and focused on Secretariat support and private sector capacity building to effectively participate in G-PSF Working Groups (WGs). This intervention was shown to be highly impactful by subsequent evaluation.¹¹

The Australian Government re-established its support in early 2023 through its flagship economic development program, the Cambodia Australia Partnership for Resilient Economic Development (CAPRED). This support extends to the CDC, the Cambodia Chamber of Commerce (CCC) and WGs.

The emergence of the private sector as a key partner

In the intervening years, the RGC has set forth strategic policies for economic development with a focus on boosting private sector development. For instance, the Triangle Strategy (1998), the Rectangular Strategy (2004) and the Pentagonal Strategy (2023) all consider the private sector as the primary driver of growth.¹² The Cambodia Industrial Development Policy (2015) emphasised that the RGC

would continue strengthening private sector consultation through the G-PSF to promote the policy's implementation, and advance the G-PSF to become an effective mechanism for consolidating inputs toward fair competition and a favourable investment climate.¹³

¹⁰ [Ngozi Okonjo-Iweala, Victoria Kwakwa, Andrea Beckwith, and Zafar Ahmed, September](#). Impact of Asia's Financial Crisis on Cambodia and Lao PDR, IMF Finance & Development Quarterly Magazine, Vol, 36., No.3. September 1999.

¹¹ IFC/Australian Government; Cambodia G-PSF Impact Assessment, 2007.

¹² The Royal Government of Cambodia's Triangle Strategy 1998-2003, Rectangular Strategy 2003-2008, and Pentagonal Strategy-Phase I (2023-2028).

¹³ Cambodia Industrial Development Policy 2015-2025.

1.2. A framework for Public-Private Dialogue for Results

Key Concepts

Public-Private Dialogue (PPD) refers to the structured interaction between the public and private sectors in promoting the right conditions for private sector development, improvements to the business climate and poverty reduction. It is about stakeholders coming together to define and analyse problems, discuss and agree on specific reforms, and then working to ensure that these ideas become a reality.¹⁴

Public-Private Dialogue for Results (PPDR). PPDR is the next-generation approach to PPD. PPDR focuses on building sustainable, results-driven stakeholder engagement mechanisms. It recognises that economies benefit not only from legislative or regulatory reforms but also from the stability of public and private sector institutions that support reform. PPDR has two classifications of results: those required to develop the institutional framework that supports public and private sector engagement, and those for dialogue outcomes.¹⁵

In every competitive market economy, there is a need for coordination between the government and the private sector. This need is exemplified at the highest level of global economic decision-making. For example, the Group of Twenty (G20), the premier forum for international economic cooperation, has the Business Twenty (B20). This is a dialogue forum for the international business community¹⁶ and is a high-level PPD: it recognises that the experience and technical capacity of a society must underpin decisions. Dialogue alone, however, will not create the type of dialogue mechanism recognised at this level. To create the institutional framework that strengthens a country's capacity for effective stakeholder engagement, the PPD concept must be broadened. This enlargement encompasses support for the institutions and processes

to continue to deliver results for economic development, referred to as Public-Private Dialogue for Results (PPDR).¹⁷

PPDR is a platform through which the public and private sectors work together to overcome impediments to the investment climate.¹⁸ This platform is based on the development of public and private sector institutional capacity. It is derived from institutionalising a reform process focused on delivering results from high-level stakeholder engagement. PPDR recognises that a sustainable stakeholder engagement platform must encompass two complementary objectives, meeting institutional and dialogue needs (Figure 1). The G-PSF is progressing from a PPD mechanism to implementing the PPDR approach.

¹⁴ The World Bank Group 'Review of World Bank Group Support to Structured Public-Private Dialogue for Private and Financial Sector Development' (April 2009).

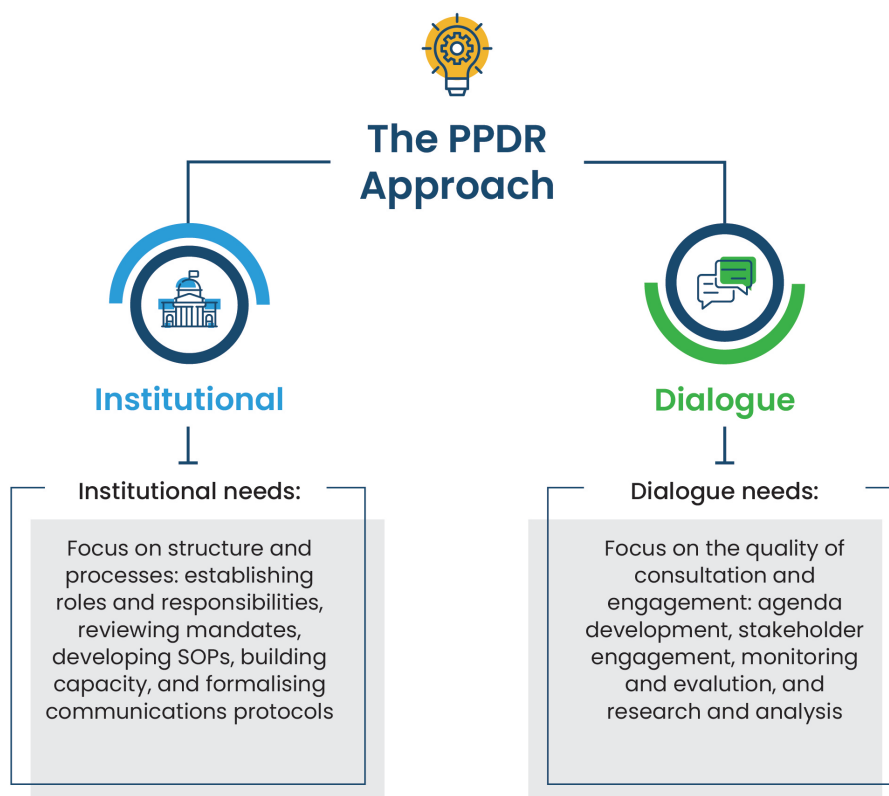
¹⁵ Brew, James: The PPDR Approach, February 2023, www.publicprivatedialogue.org

¹⁶ Brasil: Inclusive Growth for a Sustainable Future; About B20, B20 Brazil Secretariat, <https://b20brasil.org/about-b20>, 2024.

¹⁷ Brew J.P., The Public Private Dialogue for Results (PPDR) Approach, www.publicprivatedialogue.org, February 2023.

¹⁸ PPD Short Note (N. 4/2023, by James Brew 2023).

Figure 1: The PPDR Approach



2. G-PSF STRUCTURE AND PROCESS

The G-PSF mechanism encompasses a Plenary chaired by the Prime Minister and 16 WGs (Figure 2). The WGs are co-chaired by a government minister and private sector representative.

The G-PSF is often described as a 'bottom up' or a 'demand side' mechanism because the emphasis is on enabling the private sector to raise issues and offer recommendations to the RGC via the WGs. They can also contribute to agenda setting for the Plenary and WG discussions. The G-PSF is, however, a flexible mechanism. The RGC can utilise the WGs for consultation, briefing or otherwise communicating. The flat structure of the G-PSF is designed to support input into reform that, ultimately, enables implementation.

The G-PSF operates within a framework outlined by a series of RGC Sub-Decrees and Decisions that define the roles of the WGs. Since the 19th G-PSF, the Council for the Development of Cambodia (CDC) has undertaken the principal role for coordinating and monitoring the G-PSF. This has included facilitating the set-up of sectoral WGs and monitoring and evaluation processes, as well as reports on the progress of policy measures or reforms put forth by the G-PSF Plenary.¹⁹ The CDC and the Cambodia Chamber of Commerce (CCC) provide the G-PSF Secretariat, which is responsible for coordinating stakeholders and supporting their interaction in the G-PSF mechanism.

¹⁹ Sub-decree (#307, dated 6 October 2023) on the Organisation and Functioning of the Coordinating Committee of the G-PSF mechanism.

Figure 2: G-PSF Working Groups Structure



Source: The RGC Decision No. 97 SSR (Dated 21 May 2024) on ‘Official Recognition of Composition of the 16 Working Groups of Government-Private Sector Forum (G-PSF)’

2.1. Secretariat

Role of the Council for the Development of Cambodia (CDC)

The CDC serves as the RGC’s administrator for the G-PSF and functions as its Secretariat. The CDC is responsible for monitoring, evaluating and reporting on the progress of G-PSF policy measures and commitments issued during the G-PSF Plenaries or WG meetings. Notably, the RGC has not explicitly outlined the private sector’s roles or dictated the terms of their involvement in the G-PSF.

The change in roles of the CDC, now led by a Deputy Prime Minister, and the introduction of a new database monitoring mechanism, provide new flexibility for the G-PSF. The CDC’s role in monitoring and evaluating the G-PSF’s progress can help streamline the process of escalating unresolved issues in the WGs to the G-PSF Plenary.

Role of the Cambodia Chamber of Commerce (CCC)

The CCC serves as the Private Sector Secretariat of the G-PSF and supports collaboration and coordination between the private sector and the RGC under the G-PSF mechanism. The CCC works with the Private Sector Working Groups (PSWGs), which serve as private sector secretariats for each WG, to develop agendas and facilitate WG meetings with the RGC (section 2.4). Recognising the changes under RGC's 7th Mandate, the CCC has established a high-level G-PSF Task Force to strengthen the coordination of G-PSF interactions between the private sector and the RGC. The Task Force is committed to encouraging the participation of Business Membership Organisations (BMOs) at the Secretariat level of each PSWG.

2.2. Business Membership Organisations (BMOs)

BMOs are continuing to emerge in Cambodia. The G-PSF model can provide opportunities for BMOs to lead WG Secretariats and engage directly with RGC technical counterparts to advocate for their members.

Engagement with BMOs is essential to increase participation and the quality of inputs into the WGs. BMOs must be incentivised to participate in the G-PSF process. This is achieved by ensuring that they have space to input issues derived from their members. It will also be important that BMOs have a pathway to leadership – e.g. to co-chair a WG. This will encourage stakeholders to learn the G-PSF process and build institutional capacity within BMOs.

2.3. The G-PSF Plenary

The G-PSF Plenary is considered an enlarged RGC Cabinet Meeting. This means that all G-PSF Plenary decisions have the same effect as those of the Office of the Council of Ministers.²⁰ The G-PSF Plenary is the highest-level consultation

of the G-PSF mechanism through which the government and the private sector interact on issues that have direct impacts on economic development. Originally slated to convene twice annually, the timetable for the G-PSF Plenary has become more flexible in response to various events, most recently due to the Covid-19 pandemic.

2.4. Working Groups (WGs)

The G-PSF has two types of WGs. Private Sector Working Groups (PSWGs) are used to coordinate internally within the private sector before raising issues with the government through the Technical WGs.

Private Sector Working Groups (PSWGs), led by their co-chair, bring together private sector stakeholders to consult on policy-related issues and operational challenges. These stakeholders (representing BMOs) often confront similar issues inhibiting the development or profitability of their enterprises. The PSWG is a platform through which competitors work together to identify sector or cross-sector constraints. These issues and challenges are then reported to a larger WG to discuss and seek solutions. PSWG meetings are held on a regular basis.

Technical Working Groups (WGs). Technical WGs are co-chaired by an RGC minister and a private sector representative. They are organised around sectors and cross-sector issues (Figure 2). They formally meet to deliberate and find solutions to private sector issues and operational challenges (or policies). Unresolved issues from WG dialogues are escalated to the G-PSF Plenary for a final decision. Technical WG meetings are held subject to a formal proposal from the CCC being accepted by the RGC Co-Chair.

The number of WGs expanded from seven in 2001²¹ to 16 in 2024. This underscores their pivotal role in enhancing the public-private sector relationship and contributing to the PPDR approach.

²⁰ Remarks of H.E. Sun Chanthol, Deputy Prime Minister, First Vice Chairman of the Council for the Development of Cambodia (CDC) and Chairman of the Committee on Coordinating Government-Private Sector Forum (G-PSF), during the 19th G-PSF, dated 13 November 2023.

²¹ Decision on the Establishment of Sectoral Working Groups as Dialogue Partners with the Private Sector (Decision #07-SSR, dated 25 January 2001).

3. G-PSF ACHIEVEMENTS

G-PSF and BMOs

The growing role of BMOs in Cambodia can be linked to the G-PSF. There have been noticeable improvements since the country's post-conflict era, when BMOs had universally low capacity. At that time, the G-PSF provided a 'raft' for BMOs to build their advocacy capacity, and played a crucial role in supporting their advocacy activities – a fundamental service that BMOs in any country provide for members. By participating in the G-PSF WGs, BMOs have effectively advocated on behalf of their members. Through this engagement, they have not only demonstrated their commitment to advocacy but also showcased their efforts to both current and potential members. This collaborative approach has significantly contributed to the sustainability of BMOs.

G-PSF as a PPD mechanism

The G-PSF has served as a PPD mechanism for 25 years. It has been recognised as one of the most effective PPD mechanisms for addressing impediments and challenges to private sector development in an emerging market. These issues range from day-to-day operational challenges to policy complications.²² In a 2009 World Bank assessment, the Cambodia G-PSF outperformed 24 other countries to be recognised as the best performing PPD.²³

G-PSF and private sector development

The G-PSF has contributed to private sector development and driving economic growth for 25 years. It has played a pivotal role in transforming and strengthening the relationships between the RGC and the private sector.

The G-PSF introduced an institutional framework in Cambodia for formal collaboration that had otherwise not existed. The concept of PPD emerged as a tool that, with adequate resources, could be used to achieve targeted outcomes – i.e. policy and regulatory reforms. The dialogue, via the WGs, is central to the G-PSF mechanism.²⁴

The durability of the G-PSF in a post-conflict, emerging market holds important lessons for other countries. It demonstrates that sustainability requires institutionalisation of the process and the agencies that support the process. Although a well-supported dialogue can achieve results, institutional development must take place in conjunction with support to achieve dialogue outcomes.²⁵ In emerging markets, coming out of political and social unrest, a structured approach to building BMO institutions and government capacity to work with the private sector is essential for long-term growth.

Future plans

The 19th G-PSF saw the announcement of an ambitious private sector reform agenda. This agenda included policy measures, reforms and incentives aiming to enhance private sector development and to stimulate economic recovery and growth. These announcements were in line with issues that the private sector had raised during the preparatory WG meetings (held in advance of the 19th G-PSF). Subsequently, a database and accountability mechanism has been established, which is housed in the new CDC G-PSF Working Group (Secretariat). These developments will build the institutional strength of the RGC to support the G-PSF, and the WGs should become more efficient because the tools for providing efficient accountability are being housed and capacity is being built in the CDC.

²² RGC: 19th G-PSF Report, October 2024.

²³ Remarks of H.E. Sun Chanthol (at 19th G-PSF on 13 November 2023) Deputy Prime Minister, First Vice Chairman of the Council for the Development of Cambodia (CDC), and Chairman of the Coordinating Committee on the Government-Private Sector Forum (G-PSF) and World Bank Group evaluation ([Link to article](#))

²⁴ IFC/Australian Government; Cambodia G-PSF Impact Assessment, 2007.

²⁵ Brew, J: The Public-Private Dialogue for Results (PPDR) Approach, www.publicprivatedialogue.org, February 2023.

4. G-PSF CHALLENGES

Horizontal growth and the role of BMOs

The development of the G-PSF has emphasised dialogue expansion, which represents 'horizontal' growth. Horizontal growth infers that the stakeholders have valued the dialogue. Consequently, the development of the G-PSF has led to an increase in WGs and other avenues for dialogue. The institutional development, however, has not kept pace with this expansion. This has had two effects. First, the capacity to manage the G-PSF has been diluted. Second, 'vertical' growth has not been developed. Vertical growth implies the use of the G-PSF as a platform for strategic dialogue. This would take place in instances in which the G-PSF, under the PPDR framework, achieved a level of institutionalisation.²⁶

While established WGs have seamlessly integrated various elements into their routines, enabling them to engage in outcome-focused dialogues is another challenge. Horizontal growth needs to be managed with resources that can build capacity of stakeholders. Some emerging BMOs still encounter obstacles to participation, gaining recognition for participation and in-house capacity.

The horizontal expansion of the WGs has placed additional strains on the already limited capacity of the CCC G-PSF Secretariat and BMOs. Such growth requires increased capacity through clear institutional arrangements, standard operating procedures (SOPs) and lines of communication between stakeholders.

The G-PSF System and need for enhanced communication

The overall G-PSF challenge is to integrate stakeholders into a results-oriented, G-PSF System²⁷ (Figure 3). The G-PSF System illustrates connection between G-PSF stakeholders and the WGs and G-PSF Plenary.

To have an efficient G-PSF System, stakeholders need to fully implement their roles and responsibilities. They also need to re-assess the tools required to make the WGs functional (e.g. standardising agendas), and increase accountability for decisions, to ensure both qualitative and quantifiable results.

Communication is a critical function of the G-PSF, which is strengthened when information is shared. Communication between stakeholders and stakeholder organisations is a current challenge to the G-PSF system. There is, for example, an inadequate feedback loop from WG consultations to decisions made in the G-PSF and implementation. Communication issues create circuit breaks for the G-PSF System.²⁸

Removing these circuit breaks will require stakeholders to introduce SOPs for interactions between stakeholders. SOPs will define responsibilities regarding the interactions that lead to WG meetings. They will also create the framework for meeting follow-up, monitoring and implementation evaluation.

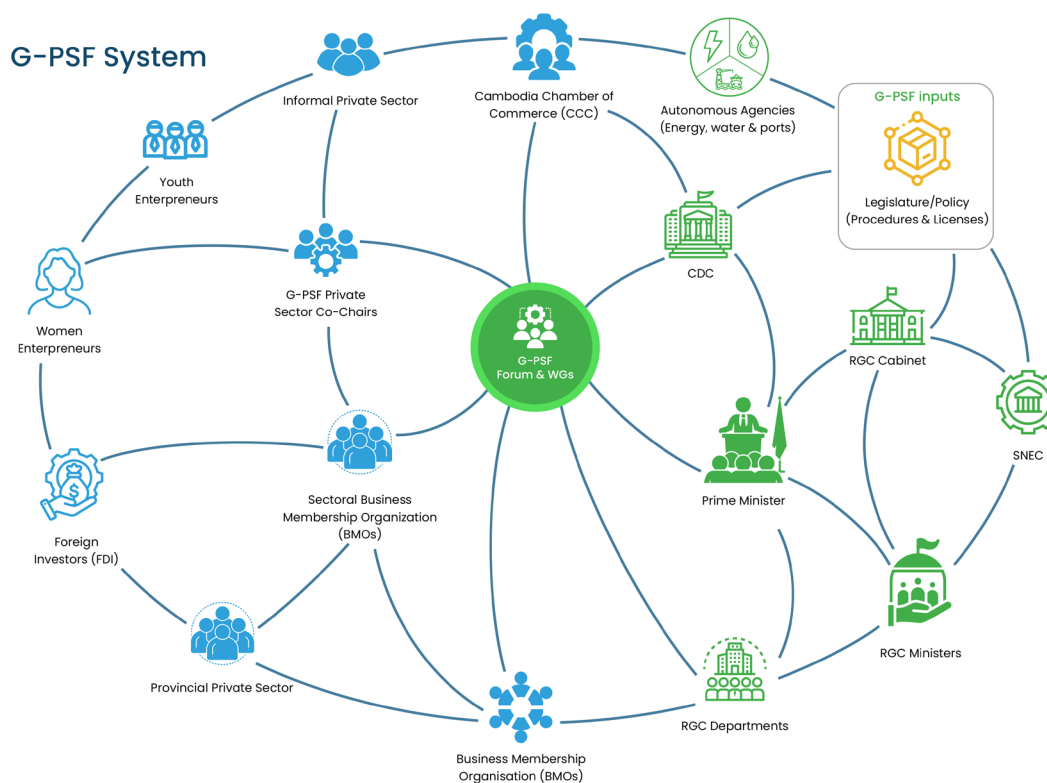
The G-PSF System can and will change over time. It will grow as more stakeholders see value in participating in the G-PSF. This will take place when the G-PSF System is efficient, as measured by outcomes that directly and positively impact public and private stakeholders. Communication is critical to the efficiency of the G-PSF System and for building stakeholder trust that their efforts will bring results.

²⁶ Brew J.P., The Public Private Dialogue for Results (PPDR) Approach, www.publicprivatedialogue.org, February 2023

²⁷ Brew, James: The PPDR System, www.publicprivatedialogue.org, September 2022.

²⁸ Brew, James: The PPDR System, www.publicprivatedialogue.org, September 2022.

Figure 3. The G-PSF System



5. THE NEXT PHASE OF THE G-PSF AND INSTITUTIONALISATION

The G-PSF has expanded as the economy has grown, demonstrated in the growth of WGs. The G-PSF System has also become increasingly dynamic.²⁹ The 2023 National Election is a noteworthy development shaping the G-PSF landscape. The political transition has been marked by a new leader and newly appointed ministers.

The Prime Minister's recognition of the importance of engaging with the private sector was demonstrated by his announcement at the start of the RGC's 7th Mandate that the 19th G-PSF would be conducted in November 2023. During the G-PSF Plenary he announced more than 180 reform measures that responded to issues that had been raised during the WG meetings that took place before the 19th G-PSF.

He also introduced an institutional reform for the G-PSF.

Following these announcements, the Prime Minister requested an update on the implementation of the reform measures within six months.³⁰ This move addressed fundamental issues for the G-PSF such as institutional change and accountability, which are important indicators of political will. Political will from the highest level of government is a critical element for achieving results under PPDR. The G-PSF is now approaching a new phase of development, from facilitating dialogue and early wins to supporting accountability for reform through sustainable institutions that will be a mature PPDR mechanism.

²⁹ Brew, J: The Public Private Dialogue System, www.publicprivatedialogue.org, September 2022

³⁰ Office of the Council of Ministers (of Cambodia): Results of the 19th Government-Private Sector Forum (on 13 November 2023), Notification No: 1272 SJN.AKT.

Box 2: Ongoing development partner support to G-PSF

CAPRED's renewed support to the G-PSF aligns with current priorities. It focuses on the PPDR approach, emphasising coordination, capacity building, monitoring and evaluation, and enhanced participation by BMOs. CAPRED will be working closely with the CDC and the CCC to develop database and monitoring tools to improve accountability, standardising agendas, progress matrices and engaging stakeholders into an inclusive, result-oriented G-PSF.

The G-PSF, from its post-conflict context to its implementation during the economic crisis, and its subsequent durability, imparts valuable lessons for similar platforms in emerging markets. It is an example in which the process that drove dialogue had been institutionalised, illustrating that to move the status of the G-PSF from nascent to mature, emerging and ultimate institutionalisation³¹ requires innovation. The G-PSF model's success underscores that its significance extends beyond mere reform achievements: it needs to illustrate the importance of developing institutions (both public and private) in facilitating constructive dialogue and achieving desired outcomes.

Despite its durability, the G-PSF can still be classified as 'emerging', and moving from an emerging to a mature PPDR requires stakeholders to address governance, capacity

and accountability issues and improving 'vertical' growth. This can be understood, within the context of the G-PSF, as having a strategic focus – i.e. a vertical dialogue – on the most demanding and strategic issues, such as manufacturing diversification, regional trade integration, and challenges as Cambodia graduates from its status of Least Developed Country.

By adopting the PPDR Approach and fostering stakeholder commitment to institutionalise the mechanism, Cambodia can offer more valuable lessons to other countries aiming to replicate the achievements of its G-PSF. Despite its long history and process, stakeholders of the G-PSF must address institutional and dialogue challenges to advance further towards a fully institutionalised G-PSF mechanism.

³¹ Brew, James; Public Private Dialogue for Results (PPDR) Status, www.publicprivatedialogue.org, Feb. 2023



info@capred.org



www.capred.org



GIA Tower, 17th floor, Sopheak Mongkol Rd,
Koh Pich City, Phnom Penh, Cambodia

Telegram Channel



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