

KINGDOM OF CAMBODIA
Nation Religion King



ROYAL GOVERNMENT OF CAMBODIA

A large, light blue watermark of the Royal Government of Cambodia emblem is centered in the background, featuring a crown, a sunburst, and a lotus flower at the base.

MID-TERM REVIEW 2021
OF
THE NATIONAL STRATEGIC DEVELOPMENT
PLAN 2019-2023 IMPLEMENTATION

FOR GROWTH, EMPLOYMENT, EQUITY AND EFFICIENCY
TO REACH THE STATUS OF AN UPPER-MIDDLE INCOME COUNTRY BY 2030



Samdech Akka Moha Sena Padei Techo **HUN SEN**
Prime Minister of the Kingdom of Cambodia

FOREWORD

The Royal Government of Cambodia (RGC) has always adhered to the implementation of socio-economic development policies and the principle of national solidarity to rally all Cambodians, inside and outside the country, from all walks of lives and political tendencies, under the motto “***Nation-Religion-King***”, to ensure the country's independence, sovereignty, territorial integrity, peace, harmony, democracy and progress. Evidently, the **National Strategic Development Plan (NSDP) 2019-2023** reflects RGC's unwavering commitments to achieving key achievements during first **mid-mandate of the NSDP 2019-2023 implementation** no matter how hard the challenges it faces, especially the COVID-19 pandemic. The COVID-19 pandemic not only prevented Cambodia from achieving its development goals but also threatened to damage the achievements made so far.

Although facing a lot of challenges, the Royal Government has impressively succeeded in **the mid-mandate of the NSDP 2019-2023 implementation** in leading the country out of the most difficult situation through treating the COVID-19 patients and vaccinating COVID-19 vaccines to the people free of charge; and providing enabling environment for ensuring the macroeconomic stability, recovering the Cambodian economy, and achieving the progress in socio-economic development after the decline by the impacts of the COVID-19 pandemic.

Beside the above achievement, what we have to pay more attentions is to further identify appropriate strategies and policies with our socio-economic development context and the effective implementation of those strategies and policies in order to ensure security, social order, sustainable and equitable socio-economic development. In this regard, it can be inferred that socio-economic progress needs not only to be further promoted but also makes the Cambodia's economy more broad-based and more competitive. Good governance reform programmes have to be further given emphasis on such as the issuing and implementing of basic laws, strengthening the effectiveness of implementing public property and service management and delivery, skilled capacity promotion, improving the coordination among line ministries and agencies as well as the promotion of improved rural infrastructure. Actually, the continued further emphasis, particularly on the rural areas is the necessity task which will assist in moving rural areas to more developed centers for economic growth promotion and which will also contribute to poverty reduction in those areas. It is also required to pay more emphasis on continued promotion of social sector, especially education and health sector, which is an important task to contribute to achieving the socio-economic growth.

The aforesaid developments are not only big challenges to be overcome, but also provide invaluable opportunities for reshaping Cambodian economic basis to become more sustainable by not depending on the vulnerable two or three sectors. Therefore, RGC paid emphasis on the inclusive growth from sectors with high potential and not fully used and on

the development of rural areas in order to strengthen the economic foundation and to make this growth sustainable in the long-term period such as the rapid reduction of poverty, which is still high in the rural areas. The result will immediately be granted through the agricultural productivity promotion and income promotion of the people in the rural areas.

I am really delighted to release the report of **the Mid-Term Review 2021 of the NSDP 2019-2023 Implementation**, with the coverage of all developments since January 2019 with inclusiveness and balanced themes in all sectors. This report shows the overall image of the Cambodian situation in all perspectives and provides recommendations for future implementation. This report focused on the rapid poverty through the pro-poor activities and policy. In this regards, it is required to have a strong macroeconomic growth, which is wider, more competitive, and with diversified foundation in rural areas and based on agricultural productivity promotion as well as the improving of land management and rural development promotion. **The Mid-Term Review 2021 of the NSDP 2019-2023 Implementation** is a vital document and work agenda serving to the near future activities.

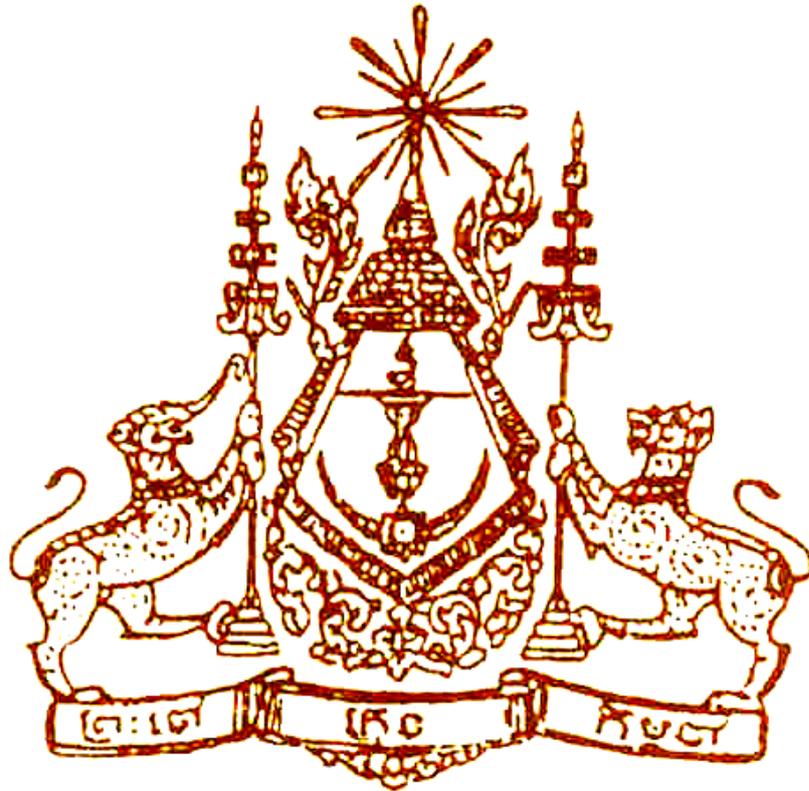
In this regard, I would appeal to all relevant ministries and agencies and development partners to pay attention to the results by promoting the effectiveness of limited resource development from the cooperation financing for development and from the national budget to reach the achievement of the priorities set in the **RS IV** and the **NSDP 2019-2023**.

Phnom Penh, October 2022

Sd/-

HUN SEN

NATIONAL EMBLEM AND FLAG OF THE KINGDOM OF CAMBODIA



CAMBODIA AT A GLANCE

GENERAL

Total Geographic area: Sq. Km	181,035
Number of Municipality	1
Number of Provinces	24
Number of cities/krong	27
Number of Khans	14
Number of Districts	162
Number of Sangkats	241
Number of Communes	1,405
Number of Villages	14,383
Fiscal Year	January-December
Currency	Cambodian Riel (CR)

	KEY INDICATORS	Unit	2019	2020	2021	2022	2023
1.00	Poverty Headcount						
1.01	Total for the Country	% population		17.8	21.5		19.0
2.00	Population¹						
2.01	Total Population	Million	16.1	16.3	16.6	16.8	17.0
2.02	Population Density	per sq. km	90.3	91.8	93.2	94.6	96.0
2.03	Male/Female Ratio	100 Female	94.8	95.0	95.2	95.4	95.6
2.04	age 0-14	% population	29.6	29.2	28.6	28.0	27.4
2.05	age 15-64	% population	64.5	64.8	65.3	65.7	66.1
2.06	age 65 and above	% population	5.8	6.0	6.2	6.3	6.6
2.07	Rural	% population	60.6	60.9	60.7	60.8	60.8
2.08	Urban	% population	39.4	39.1	39.3	39.2	39.2
2.09	Annual Growth rate	%	1.4	1.6	1.5	1.5	1.5
2.10	Total Fertility rate (per 1,000)	live births	2.5	2.4	2.4	2.3	2.3
2.11	Life Expectancy at birth						
	– Male	%	74.3	75.0	75.7	76.4	77.1
	– Female	%	76.8	77.3	77.9	78.6	79.2
3.00	Macro Economic						
3.01	Annual GDP at Constant 2000 Prices	billion riels	110,014	109,062	115,213	124,162	134,997
3.02	Annual GDP at Constant 2000 Prices	million USD	27,130	26,731	28,343	30,544	33,210
3.03	Real GDP growth rate (constant prices 2000)	%	7.1	-3.1	2.4	4.8	6.2
3.04	: Agriculture	%	-0.5	0.5	1.4	1.1	1.2

¹ General Population Census 2019

	KEY INDICATORS	Unit	2019	2020	2021	2022	2023
3.05	: Industry	%	11.3	-1.2	5.7	7.7	9.2
3.06	: Services	%	6.2	-6.7	0.3	4.1	5.6
3.07	GDP Per Capita	000 Riels	6,894	6,745	7,034	7,487	8,044
3.08	GDP Per Capita	USD	1,700.1	1,653.1	1,730.4	1,842.8	1,979.8
3.09	Inflation (Year average)	%	1.8	2.9	3.4	2.8	3.0
3.10	Exchange rate per US\$ (Year average)	Riels	4,055	4,080	4,065	4,065	4,065
3.11	Gross Foreign Exchange Reserves	months of imports	8.8	13.4	10.9	10.1	9.3
3.12	Gross Foreign Exchange Reserves	USD million	18,763	21,334	21,617	22,118	22,732
3.13	FDI: Investments -- for the year	USD million	3,561.2	3,497.6	3,451.7	3,857.7	4,345.0
4.00	Fiscal						
4.01	Total Budget Revenues	% of GDP	25.2	21.8	19.2	20.6	20.2
4.02	Total Budget Expenditures	% of GDP	25.9	28.1	30.5	28.0	29.1
4.03	Current Surplus	% of GDP	7.2	4.1	0.0	2.8	2.0
5.00	Agriculture, Forestry and Fisheries						
5.01	Yield	tons/ha	3.335	3.345	3.33	3.21	3.23
5.02	Cultivated area (paddy)	Million ha	3.34	3.40	3.3	3.2	3.2
5.03	Rice production	Million tons	10.89	10.94	10.0	10.2	10.5
5.04	Paddy surplus	Million tons	5.83	5.92	5.41	5.60	5.79
5.05	Area under all crops (incl. permanent crops and plantation)	Million ha	4.88	4.91	4.96	5.01	5.06
5.06	Agricultural community	Nos	1,190	1,200	1,205	1,210	1,215
5.07	All kinds of Animal production in 3% increment	Million heads	45.85	53.90	38.0	39.1	40.3
5.08	% of Animals having vaccination	%	40	43.36	15	17	20
5.09	Number of slaughterhouses that have good standard	Nos	24	29	75	100	125
5.10	Cultivated area (rubber)	Ha	405,600	404,000	334,500	362,500	384,500
5.11	Yield of rubber	Kg/ha/year	1,148	1,194	1,282	1,311	1,373
5.12	Dried rubber production	000 tons	287,600	349,300	181,560	240,800	300,800
5.13	Aquaculture (15% increased)	Tons	307,408	400,400	112,500	129,400	148,800
5.14	Fish catch (all sources)	000 tons	909	936	790	829	870
5.15	Fishery community received capacity strengthening	Nos	516	516	516	516	516
5.16	Protection Forest and Wildlife Conservation Area	Ha	50,000	50,000	50,000	50,000	50,000
5.17	Reforested area	Ha	1,487	2,179	25,000	25,000	25,000
5.18	Forest community	Nos	494	0	30	10	10
6.00	Rural Development						
6.01	Rehabilitation of Rural Roads – out of total 40,000 km	Km	29,634	30,312	30,402	39,609	43,570
6.02	Rural road covered with double bituminous surface treatment (DBST) or concrete	Km	261	188	147	207	248
6.03	Access to Improved Drinking Water - % of Rural Population	%	75	77	84	85	90
6.04	Access to Sanitation – % of Rural Population	%	74.6	76.9	77	84	91
6.05	Number of ethnic minority communities whose identities have been recognized	Community	154	155	156	161	165

	KEY INDICATORS	Unit	2019	2020	2021	2022	2023
6.06	Number of villages given training to VDCs in the Village Development Plan	Village	200	210	220	230	240
6.07	Studying and carrying out trial construction of rural roads 450 km with a bituminous surface which is 100% adaptive to climate change	Km	330	354	382	417	458
6.08	Building the capacity of the VDCs in the option of adapting to and reduction of climate change and the use of appropriate and scientific knowledge acceptable at the locality	VDC	30	35	40	45	50
7.00	Transport						
7.01	Primary & Secondary roads	Kms	16,570	18,125	18,803	19,529	20,225
7.02	Of which paved	Kms	9,210	9,673	10,281	10,834	11,387
7.03	Railways	Kms	652	652	652	652	652
7.04	International Ports	Nos	2	2	2	4	4
8.00	Health						
	1. Reproductive, Maternal, New born and Child Health and Nutrition Program						
8.01	Maternal mortality ratio (100,000 live births)	100,000 live births	141		CDHS		100 (2025)
8.02	Neonatal mortality rate (1,000 live births)	1,000 live births	18		CDHS		14 (2025)
8.03	Child under 5 years mortality rate (1,000 live births)	1,000 live births	28		CDHS		25 (2025)
8.04	Wasting among children aged under 5 years-old	%	10 (2014)		CDHS		9
8.05	Proportion of women of reproductive age (aged 15- 49 years) who have their need for family planning satisfied with modern				CDHS		62
8.06	Contraceptive prevalence rate (modern methods)	%	20.47	20.12	22.15	22	23
8.07	Percentage of pregnant women who received ANC4 consultation by health personnel	%	77.81	74.14	58.68	90	>90
8.08	Percentage of pregnant women received folic acid 90 tablets	%	91.05	89.47	77.40	89	90
8.09	Percentage of post-partum women who received PNC1 consultation by health personnel	%	66.41	67.83		92	93
8.10	Proportion of births delivery at health facilities	%	86.75	89.16	77.56	92	93
8.11	Caesarean section rate (% of live births)	%	7.13	7.67	7.57	10.4	10.6
8.12	Percentage of infant who were breastfed within 1 hour of birth (as percentage of live births)	%	65.36	71.14	72.76	69	69.5
8.13	Measles-Rubella first dose coverage rate (%)	%	102	107.3	101.4	95	>95
8.14	OPD consultation (new cases) per children under 5 per year	per children under 5 per year	1.61	1.28	1.10	1.65	1.67
8.15	DPT-HepB-Hib 3 coverage rate	%	99.0	106.6	96.79	>95	>95
8.16	Percentage of children 12-59 months received Mebendazole during the last 6 months (Round 2)	%	75.15	76.0		90	90
	2. Prevention of Communicable Diseases						
8.17	Number of new HIV infection per 1000 uninfected population	per 1,000	0.03	0.07		0.03	0.03

	KEY INDICATORS	Unit	2019	2020	2021	2022	2023
8.18	Percentage of people living with HIV (adult and children) on ART tested for viral load with suppressed viral load in the last 12 months	%	96.0	97.0	97.0 (6 months)	90	96
8.19	Incidence of all forms per 100,000 population	per 100,000 population	287	274		243	226
8.20	TB mortality rate per 100,000 population	per 100,000 population	17	20		14	13
8.21	TB treatment success rate	%	94	94	96	>90	>90
8.22	Inpatient Malaria death per 100,000 population reported in public health facilities	per 100,000 population	0.00	0.00	0.00	0.00	0.00
8.23	Malaria Incidence per 1,000 population at risk	per 1,000 population	1.9	0.65	0.21 (10 months)	0.65	0.40
8.24	Dengue hemorrhagic fever case fatality rate	%	0.07	0.01	0.3	<0.2	<0.2
	3. Prevention and Management of Non Communicable Diseases						
8.25	Percentage of adults aged 18-69 with hypertension received treatment	%	23.12	29.07		45	50
8.26	Percentage of adults aged 18-69 with diabetes received treatment	%	28.6	43.19		24	26
8.27	Percentage of women aged 30-49 years screened for cervical cancer at least one	%	0.31	0.54		10	12
8.28	Cataract surgical rate per 1,000,000 population a year	per 1,000,000 population	2.562	2.334	1.340	3.200	3.300
8.29	Prevalence of tobacco use: - Aged >15 years-old - Aged 13-15 years-old	%	M: 35.3 F: 11.6 M: 2.9 F: 1.9 (2016)			17.8 2.0	16.8 1.9
8.30	Prevalence of alcohol use among age ≥ 18 years	%	45.5 (2016)			45.1	45.0
8.31	Percentage of adult population with depression received treatment	%	2.2	1.9	1.3	6	7
8.32	Number and percentage of people with drug used received treatment	%	45	50	22.9	80	>80
	4. Strengthening Health System						
8.33	Percentage of health facilities with predetermined 15 items of essential medicines and life-saving commodities in stock	%	73	n.a	n.a	87	88
8.34	Percentage of voluntary blood donation	%	21.7	13.2	6.95 (10 months)	21	22
8.35	OPD consultations (new cases only) per person per year	per person	0.72	0.67	0.50	0.87	0.89
8.36	Hospital mortality rate	%	0.62	0.75	1.34	<1	<1
8.37	Percentage of the population covered by social health protection systems i.e. Health Equity Funds and Social Health Insurance schemes	%	38.5	39.5	n.a	43	45
8.38	Current expenditure on health as % of GDP	%	n.a	n.a	n.a	2.2	2.3
8.39	Data quality index	%	93.87	95.13	94.69	98	>97
8.40	Percentage of HCs with functioning Health Centre Management Committee	%	87.12	90.95	85.62 (6 months)	>85	90
9.00	Education		2018-19	2019-20	2020-2	2021-22	2022-23
9.01	Percentage of five year old children in all aspects of ECE	%	58.1	62.9	61.1	63.2	64.5
	Net Enrolment Rate in Primary Education						

	KEY INDICATORS	Unit	2019	2020	2021	2022	2023
9.02	Total	%	98.0	97.3	91.9	98.4	98.5
9.03	Male	%	97.5	96.8	91.0	98.3	98.5
9.04	Female	%	98.5	97.9	92.3	98.8	99.0
9.05	Urban	%	104.6	105.3	96.4	97.9	100
9.06	Rural	%	96.6	95.6	90.9	97.6	98.0
	Gross Enrolment Rate in Primary Education						
9.07	Total	%	113.5	119.9	109.0	109.8	108.0
9.08	Male	%	114.4	112.4	109.3	110.8	109.0
9.09	Female	%	112.5	111.1	108.1	108.9	107.0
	Completion Rate in Primary Education						
9.10	Total	%	86.2	88.2	87.4	85.5	86.2
9.11	Male	%	82.3	84.1	83.4	83.8	85.0
9.12	Female	%	90.4	92.7	91.6	90.1	91.0
	Gross Enrolment Rate in Lower Secondary Education						
9.13	Total	%	59.1	59.9	60.7	65.2	66.7
9.14	Male	%	54.9	55.1	55.3	63.0	65.0
9.15	Female	%	63.8	65.1	66.6	70.3	72.0
9.16	Urban	%	66.9	70.1	72.7	72.6	74.0
9.17	Rural	%	57.3	57.4	57.8	63.8	65.4
	Completion Rate in Lower Secondary Education						
9.18	Total	%	47.6	47.3	48.1	51.4	52.6
9.19	Male	%	42.9	42.4	43.1	48.5	50.0
9.20	Female	%	52.6	52.5	53.4	55.3	56.3
	Gross Enrolment Rate in Upper Secondary Education						
9.21	Total	%	29.7	30.9	32.2	36.1	38.0
9.22	Male	%	26.7	27.1	28.5	34.1	36.1
9.23	Female	%	32.9	35.1	32.3	38.2	40.0
9.24	Number of Technical High Schools	Nos	14	16	17	16	19
9.25	Number of student in technical high schools	Nos	2,103	2,717	3,324	2,694	3,000
	Gross enrolment rate at tertiary education (18-22 years old)						
9.26	Total	%	11.6	12.0	13.3	15.1	16.0
9.27	Male	%	13.2	12.2	15.5	16.9	18.3
9.28	Female	%	11.3	11.8	11.9	12.7	13.0
	Percentage of students enrolled in STEM training program						
9.29	Total	%	27.1	28.3	30.4	31.0	32.0
9.30	Male	%	36.7	40.1	45.4	46.1	46.8
9.31	Female	%	17.4	16.9	17.5	21.5	22.5
9.32	Adult Literacy Rate (above 15 years old)	%	82.5	82.5	87.8	86.9	88.0
10.00	De-Mining Programme						
10.01	Number of casualties caused by landmines and ERW (killed and injured)	No	77	65	44	38	34
10.02	Number of casualties caused by mine and ERW tampering (killed and injured)	No	48	30	21	19	17
10.03	Landmine and ERW contaminated land	Ha	12,676	15,328	16,764	21,400	21,400

	KEY INDICATORS	Unit	2019	2020	2021	2022	2023
	cleared/released (based on information from the Baseline Survey)						
10.04	Landmine area cleared	Ha	9,137	9,478	10,099	17,400	17,400
10.05	ERW contaminated land area cleared	Ha	3,539	5,850	5,665	4,000	4,000

Table of Contents

	Page
Foreword	i
National Emblem and Flag of the Kingdom of Cambodia	iv
Cambodia at a Glance	v
Table of Contents	xi
List of Tables, Figures, and Annexes	xvi
CHAPTER I: INTRODUCTION	1
I. Background	1
II. Purpose	1
III. Methodology	2
IV. Country Context	2
V. Structure	3
CHAPTER II: MACROECONOMIC PERFORMANCE OF THE CAMBODIAN ECONOMY	4
2.1 Key Macroeconomic Achievements	4
2.2 Fiscal Policy and Public Financial Management Reform	6
a. Public Financial Management Reform Program (PFMRP) 2004-2025.....	6
b. Revenue Mobilization Strategy 2019-2023	6
c. The Budget System Reform Strategy 2018-2025.....	6
d. Debt Management Strategy 2019-2023.....	7
2.3 Monetary Policy and Financial Sector Development	7
2.4 Trade Balance and Balance of Payments	8
CHAPTER III: MAJOR ACHIEVEMENTS AND CHALLENGES	11
I. Acceleration of Governance Reform: The Core of the Rectangular Strategy	11
1.1. Institutional Reform and Capacity Building.....	11
1.2. Strengthening Accountability and Integrity in the Public Administration.....	17

1.3. Strengthening of Work Effectiveness	19
1.4. Strengthening of Private Sector Governance	22
II. Overarching Environment for the Implementing the Strategy	22
2.1. Peace, Political Stability, and Social Order	22
2.2. Favorable Environment for Business, Investment and Development	24
2.3. Strengthening Ownership and Partnership in Development and International Cooperation	25
2.4. Strengthening Cambodia's Capacity to Further Promote its Integration into Regional and Global Economy	29
III. Human Resource Development	30
3.1. Strengthening of the Quality of Education, Science and Technology	30
3.2. Technical and Vocational Training	32
3.3. Enhancement of Public Health and Nutrition.....	32
3.4. Improving Gender Equity and Social Protection.....	37
IV. Economic Diversification	42
4.1. Improving the Logistics System and Enhancing Transport, Energy, and Digital Connectivity	42
4.2. Development of Key and New Sources of Growth.....	48
4.3. Preparing for Digital Economy and the Fourth Industrial Revolution.....	51
4.4. Promoting Development of Banking and Financial Sector	53
V. Private Sector and Job Development.....	56
5.1. Job Market Development	56
5.2. Promoting Small and Medium Enterprises and Entrepreneurship.....	57
5.3. Arrangement and Implementation of the Public Private Partnership.....	59
5.4. Enhancing Competition	59
VI. Inclusive and Sustainable Development.....	60
6.1. Promotion of Agriculture Sector and Rural Development.....	60
6.2. The Sustainable Management of Natural Resource and Culture.....	66
6.3. Strengthening Urban Planning and Management.....	71

6.4. Ensuring the Environmental Sustainability and Pre-emptive Response to the Climate Change	72
CHAPTER IV: NEXT STEPS	74
I. Acceleration of Governance Reform: The Core of the Rectangular Strategy	74
1.1. Institutional Reform and Capacity Building.....	74
1.2. Strengthening Accountability and Integrity in the Public Administration	75
1.3. Strengthening of Work Effectiveness	77
1.4. Strengthening of Private Sector Governance.....	78
II. Overarching Environment for the Implementing the Strategy	78
2.1. Peace, Political Stability, and Social Order	78
2.2. Favorable Environment for Business, Investment and Development	78
2.3. Strengthening Ownership and Partnership in Development and International Cooperation	79
2.4. Strengthening Cambodia’s Capacity to Further Promote its Integration into Regional and Global Economy	79
III. Human Resource Development.....	79
3.1. Strengthening of the Quality of Education, Science and Technology	79
3.2. Technical Training	82
3.3. Enhancement of Public Health and Nutrition.....	82
3.4. Improving Gender Equity and Social Protection.....	85
IV. Economic Diversification.....	86
4.1. Improving the Logistics System and Enhancing Transport, Energy, and Digital Connectivity	86
4.2. Development of Key and New Sources of Growth.....	88
4.3. Preparing for Digital Economy and the Fourth Industrial Revolution	89
4.4. Promoting Development of Banking and Financial Sector	90
V. Private Sector and Job Development.....	91
5.1. Job Market Development	91
5.2. Promoting Small and Medium Enterprises and Entrepreneurship.....	92
5.3. Arrangement and Implementation of the Public Private Partnership.....	93

5.4. Enhancing Competition	93
VI. Inclusive and Sustainable Development.....	93
6.1. Promotion of Agriculture Sector and Rural Development	93
6.2. The Sustainable Management of Natural Resource and Culture.....	95
6.3. Strengthening Urban Planning and Management.....	96
6.4. Ensuring the Environmental Sustainability and Pre-emptive Response to the Climate Change	97
CHAPTER V: COSTS, RESOURCES AND PROGRAMMING.....	98
CHAPTER VI: MONITORING AND EVALUATION.....	100
1. Introduction	100
2. Achievements	100
3. Challenges	100
4. Next Steps	101
CHAPTER VII: CONCLUSIONS	102
ANNEXES.....	103

LIST OF TABLES, FIGURES, TEXT BOXES AND ANNEXES

TABLES

Table 2.1	Key Macroeconomic Indicators 2018 – July 2021	5
Table 2.2	Revenue, Expenditure and Debt Ratios	5
Table 2.3	Key Debt Sustainability Analysis Indicators	7
Table 3.1	Trainings Availed by Civil Servants 2019-2021	15
Table 3.2	Minimum Salary for Sub-National Officials	15
Table 3.3	Salary of Civil Servants, Police and the Army	16
Table 3.4	Indicators by Sectors 2019-2021	19
Table 3.5	Indicators of Decentralization and Deconcentration Reform Indicators and the Performance Results of 2019-2021	20
Table 3.6	List of FNGOs 2019-2021	26
Table 3.7	List of Cambodian Victims Rescued from Human Trafficking 2019-2021	27
Table 3.8	List of Foreign Missions and Consulates, 2019-2021	27
Table 3.9	Key Indicators in Commerce 2019-2021	30
Table 3.10	Results of International Sports Competition	31
Table 3.11	Indicators and Outcomes of Reproductive, Maternal, Newborn, Child and Nutrition Program	33
Table 3.12	Indicators and Outcomes of Communicable Disease	33
Table 3.13	Indicators and Outcomes of Non-Communicable Disease Prevention and Management	34
Table 3.14	Indicators and Results of Health Service Delivery and Health System Strengthening	34
Table 3.15	Revenue from Air Navigation Services (overflight and landing)	44
Table 3.16	New Airport Construction	44
Table 3.17	Energy Indicators	45
Table 3.18	Postal indicators and Implementation Outcome for 2019-2021	46
Table 3.19	Total Phone and Internet Users Rate	47
Table 3.20	ICT Sector Indicators and the Implementation Outcome of 2019-2021	47
Table 3.21	Indicators and Implementation Outcome on Capacity Building for 2019-2021	48
Table 3.22	Key Indicators for Tourism Sector 2019-2021	49
Table 3.23	Non-tax Revenue from Petroleum Sector	50
Table 3.24	Indicators in Information Sector 2019-2021	52

Table 3.25	Achievement Indicators by Banking Sector 2019-2021	55
Table 3.26	Indicators by Banking Sector and Achievement of the Implementation 2019-2021 ...	55
Table 3.27	Indicators by Microfinance Sector and Achievement of the Implementation 2019-2021 ..	55
Table 3.28	Indicators in Rural Development Sector 2019-2021	61
Table 3.29	Mine Action Sector Indicators and Implementation Results for 2019-2021	63
Table 3.30	Non-tax Revenue in Mine and Energy Sector 2019-2021	67
Table 3.31	Results in Environment Sector from 2019-2021	69
Table 3.32	Results in Land Sector 2019- 2021	72
Table 4.1	Indicators and Targets 2021-2023	77
Table 4.2	Key Indicators and Targets 2021-2023	90
Table 4.3	Indicators and Targets in Banking Sector 2021-2023	91
Table 4.4	Indicators and Targets in Microfinance Sector 2021-2023	91
Table 5.1	Investment Required to Achieve GDP Growth Rate Targets and Potential Sources of Financing the Needed Investment	98
FIGURES		
Figure 2.1	Components of M2 and Growth	8
Figure 2.2	Current Account	9
ANNEXES		
Annex	Abbreviations & Acronyms	103
Annex II	Websites of Ministries and Agencies	105

CHAPTER I

INTRODUCTION

I. BACKGROUND

1.1 Bearing the sacredness of “**Nation-Religion-King**” the National Strategic Development Plan (NSDP) 2019-2023 has been formulated as a national strategic roadmap to implement the Rectangular Strategy (RS) Phase IV. RS IV is an important national document resting on broad themes of economic growth, employment, equity and efficiency to enhance collective well-being of its citizens and to reach the status of an upper-middle income country by 2030.

1.2 Amongst others, the NSDP 2019-2023 serves as an important implementation tool to achieve the Cambodia Sustainable Development Goals (CSDGs) 2016-2030, and contributes to meeting the United Nations 2030 Agenda, and other relevant international and national commitments. A key strategic priority envisioned in the document is to facilitate the graduation of Cambodia into an upper middle-income economy by 2030. The mid-term review 2021 of the NSDP 2019-2023 will specify clear development indicators, timeframes, results-based monitoring and evaluation frameworks, and estimated budgets in each sector.

1.3 With its importance to the country’s developmental plan and resource utilization, it is therefore imperative that the results of the NSDP 2019-2023 implementation warrant adequate evaluation documentation on a regular and timely interval. To this effect, the Ministry of Planning (MOP) has been mandated to lead the implementation of the NSDP 2019-2023 in terms of preparation, coordination, monitoring and reporting on an annual, mid-term and end-term intervals.

1.4 Under the aegis of the Ministry of Planning, the mid-term review 2021 of the NSDP 2019-2023 implementation will report the results of the NSDP implementation starting 2019 till June end 2021; and thereafter suggest targets and activities that need to be implemented towards the remaining part of the plan. This process is undertaken in close consultation with Line Ministries (LM), Line Agencies (LA) and Development Partners (DPs) including Civil Society Organizations (CSOs). During the reviewing process, actual performance is matched against milestone targets and indicators. Significant variances are analysed and reported as part of the findings with recommendations to determine corrective follow up actions.

1.5 Like the rest of the world, COVID-19 impacted Cambodia starting the end of 2019 and accordingly this report features how the pandemic impacted the results of the plan implementation and highlight measures and interventions to tackle the situation for the remaining part of the plan period.

II. PURPOSE

1.6 The overall purpose of the **mid-term review 2021 of the NSDP 2019-2023 implementation** is to assess the mid-term achievements of NSDP 2019-2023 corresponding to the overall aims and objectives of the RGC’s Rectangular Strategy Phase IV. The RS IV encompasses four broad priority areas, viz; **1. Human Resource Development, 2. Economic Diversification, 3. Private Sector Development and Employment, and 4. Inclusive and Sustainable Growth and the Good Governance reform as its core.**

1.7 The review aims to quantify progress against the plans by examining results-chains, contextual factors and causalities. The processes are evidence-based and serves as an important source of data which are important for a variety of planning and programming purposes. The mid-term review 2021 assessed what and how implementation activities are being delivered compared to what it is meant to be delivered as set out in the NSDP 2019-2023 plan document. It has attempted to evaluate the extent to which the programme in terms of delivering quantity and quality of activities to its optimal effect as compared to initially planned.

1.8 Some of the specific objectives of the review included the following;

- Review the key progress towards the planned targets and indicators identifying early signs of success and work-in-progress in each sector while suggesting corrective measures;
- Analyze and report changes with LMs and LAs in the mid-term achievements bearing in mind evaluation criterion leading to evidence-based policy decisions;
- Identify concrete corrective strategic measures and programmatic actions that may be necessary to improve delivery of results based on the challenges encountered during the implementation;
- Alongside, the review will also determine essential adjustments required to meet expected results particularly with the COVID-19 pandemic while harmonizing and integrating national and subnational plans, programs and targets;
- And set an improved agenda for the remaining part of the NSDP implementation aligning with global and national development plans to further achieve CSDG targets by 2030 and the goals of the RS IV.

III. METHODOLOGY

1.9 All Line Ministries, Line Agencies and Development Partners including CSOs were consulted to provide progress reports (quantitative and qualitative) accordance to the template distributed by the Ministry of Planning, Evaluation Matrix Form and the Evaluation Questions. For instance, performance achievements are reported corresponding to measurable indicators for consecutive years starting 2019, 2020 and for the first semester of 2021. Similarly, if performance targets are unmet, justifications are furnished along with the challenges encountered that hindered progress. The template has allowed provisions for suggesting policy revisions addressing challenges faced, and adjustments required from the COVID-19 pandemic and other associated shortcomings.

1.10 While following the report structure of NSDP 2019-2023, the evaluation has been guided by four core assessment principles of **1) relevance, 2) effectiveness, 3) efficiency, and iv) sustainability**. The relevance assessment assessed whether the intended outcomes are strategically aligned to the country's development priorities and whether the plan design is appropriate enough for achieving the intended outcomes. Effectiveness principle assessed whether the intended outcomes are achieved at the time of the evaluation using baseline targets. For a plan to be effective, outcomes must be achieved or likely to be achieved with output targets significantly achieved. Similarly, efficiency is a measure of resource utilization while achieving the intended outcome. It is indicative of whether the plan utilized resources efficiently weighing against benefits of national development targets. Sustainability assesses the likelihood of the outcome and output to continue over a meaningful timeframe validating the results from the plan implementation. Sustainability assessment must consider political, economic, institutional, technical, social, environmental and financial risks bearing in mind mitigation measures.

IV. COUNTRY CONTEXT

1.11 Over the past two decades, Cambodia has undergone a significant transition, reaching lower middle-income status in 2015 and aspiring to attain upper middle-income

status by 2030. Driven by garment exports and tourism, Cambodia's economy has sustained an average real growth rate of 7.7 percent between 1998 and 2019, making it one of the fastest-growing economies in the world (World Bank 2021).

1.12 The Royal Government of Cambodia started its planned development with the start of National Programme to Rehabilitate and Develop Cambodia (NPRD) in 1994. This helped rebuild national, social, physical and institutional infrastructure. Starting 1996 onwards, the country instituted the 1st Five Year Plan (FYP) and 2nd Five Year Plan with the introduction of the Socio-Economic Development Plan (SEDP I 1996-2000 and SEDP II 2001-2005). The 3rd FYP translated to the National Strategic Development Plan (NSDP 2006-2010) ended abruptly in 2008 paving way to the new planning cycle matching the Legislative Assembly tenure. As a result, the 4th FYP (2009-2013) was an approved roadmap to implement the Rectangular Strategy Phase II and the Cambodian Millennium Development Goals (CMDGs).

1.13 The NSDP (2014-2018) and NSDP (2019-2023) has been prepared to implement national policy objectives and goals with reference to graduate to an Upper-Middle Income (MIC) country status as also reflected in the RS III and RS IV plan documents. The current RS IV in the sixth legislature signifies four main priority areas essential to Cambodia's socioeconomic development and growth namely; 1) Human Resource Development, 2) Economic Diversification, 3) Private Sector Development and Employment, and 4) Inclusive and Sustainable Growth and the Good Governance reform as its core.

V. STRUCTURE

1.14 The Mid-Term Review 2021 of the NSDP 2019-2023 implementation was prepared in seven chapters. Chapter I shows the introduction. Chapter II elaborates the macroeconomic development. Chapter III illustrates key achievements along with challenges during the NSDP 2019-2023 implementation. Chapter IV elaborates key measures and priority actions which will be implemented during the remaining mandate of the NSDP 2019-2023. Chapter V shows the estimated cost including the costs, resources and programming. Chapter VI is about monitoring and evaluation and finally Chapter VII is the conclusion.

CHAPTER II

MACROECONOMIC PERFORMANCE OF THE CAMBODIAN ECONOMY

2.1 Cambodia has experienced remarkable output growth of over 7% per annum with a stable macroeconomic and political environment after gaining peace for the first time in 1998 since the outbreak of the civil war in 1970. Inflation has been low resultant of the dollarization but the country is running a current account deficit of 15% of GDP in 2019 (UNDP, Cambodia's DFA et al. 2021). It appears such deficit is financed by high capital inflows through FDI and development aid. Public debt is comparatively low at 28.2% of GDP as of 2019¹.

2.2 With the country's open borders, international trade and investment have bolstered foreign direct investment (FDI) and foreign aid to support manufacturing, construction and the tourism sector. According to World Bank (www.data.worldbank.org) and www.theglobaleconomy.com, Cambodia's Overseas Development Assistance in 2019 was recorded at US\$ 984.07 million comparison to world average based on 131 countries of US\$ 840.02 million. Sustained progress has lifted Cambodia's per capita income towards US\$ 1,045 threshold graduating into a lower middle-income country.

2.3 However, with the global pandemic, expected growth rate has not been able to continue especially with poor trade performance accompanied by reduced Foreign Direct Investment, a much-needed input to support rapid structural transformation of the economy. Due to COVID-19, Cambodia's economy has also been affected negatively adding pressure on the main sectors of the economy. For instance, garment export, international tourist arrivals, construction and FDI are experiencing unprecedented decline.

2.4 The following sections highlights key macroeconomic achievements during the first half implementation period of the NSDP 2019-2023 plan while describing salient features of the fiscal and monetary policies. It provides a way forward after examining the challenges and constraints.

2.1 Key Macroeconomic Achievements

2.5 Although Cambodia experienced a robust 7.1% economic growth in previous years, it recorded for the first time in decades a negative growth of -3.1% (refer Table) in 2020 attributing mainly to the COVID-19 pandemic. Shortly with the start of 2021 the country's economy bounced back witnessing a modest 2.4% growth with prospects to improve in the coming years with ADB Outlook 2021 forecasting growth to reach 5.5% in 2022. Prior to the pandemic, the country's Gross Domestic Growth (GDP) was driven predominantly by manufacturing, construction and the tourism sector. According to National Bank of Cambodia's (NBC) Annual Report 2019, the share of industrial sector to GDP accounted for 38.3% while the services sector contributed 38.1% reflecting as key drivers of the country's economy. However, with the relentless pandemic the economy has contracted impacting significantly in sectors including tourism and other allied sectors, manufacturing and construction. As reported in the Financial Stability Review 2020 carried out by the National Bank of Cambodia, international tourist arrivals declined by 80.2% while exports of garments and footwear decreased by 9.7% and 11.6% respectively.

¹ NBC, Gross External Debt Position by Sector.

2.6 GDP per capita, a measure attributed to each citizen's economic production has averaged around US\$1,700 during the first half of NSDP 2019-2023 implementation. Inflation rate has been kept stable below 3% prior to 2021 transforming the country into a lower middle-income country in 2015. As noticed from Table 2.1, inflation hit 3.4% in the second quarter of 2021 but still within manageable limits. Plausible reasons are attributed to the pandemic resulting to increase in prices with aggregate demand taking over what the economy couldn't supply.

Table 2.1: Key Macroeconomic Indicators 2018 – July 2021

	2018	2019	2020	July-2021
Real GDP Growth	7.5%	7.1%	-3.1%	2.4%
GDP Per Capita (US\$)	1,563	1,700	1,653	1,730
Investment to GDP	31.1%	32.6%	35.9%	35.8%
Inflation	2.5%	1.8%	2.9%	3.4%
Exchange rate	4,045	4,055	4,080	4,065

Source: MEF

Revenue, Expenditure and Public Debt 2018- July 2021

2.7 Prior to the COVID-19 pandemic sound financial management resulted to keeping budget deficit below 2% as noted from Table. It was only with the onset of the pandemic that public expenditure exceeded national revenues by 7.2% and 11.3% respectively. Government expenditure is essential to increase aggregate demand while employing idle resources to boost output especially under the current circumstances where economic activities are affected arising from nationwide lockdowns and other COVID-19 safety protocols. With an expected fall in domestic revenue juxtaposed to unavoidable public expenditure, fiscal deficit is bound to widen. Despite allocation of capital budget, the pandemic has limited optimal execution of capital undertakings affecting overall economic activities. Experts would have drawn lessons from such disruptions brought about by the pandemic and planned on appropriate measures through medium to long term interventions to boost factors of production.

2.8 Debt to GDP ratio that measures the country's public debt to GDP or its annual economic output has been safely maintained below 30%². According to www.tradingeconomics.com, Thailand, Vietnam and Laos registered a 50.5%, 46.7% and 55.66% debt to GDP ratio respectively. Studies have revealed positive impacts of public debt on the real GDP per capita growth, provided debt availed is optimized to finance effective public investment promoting economic growth and social welfare in the long-term.

2.9 Similarly, debt to export ratio during the first half of the NSDP 2019-2023 implementation has been recorded between 25%-35% as observed from Table. A measure of a country's debt to its GDP expressed as a percentage provides good predictions on the ability to repay its debt. According to a Joint World Bank-IMF Debt Sustainability Analysis Report 2019, Cambodia's external debt distress is categorized not only low risk but within the threshold level index Composite Indicator (CI) indicating the country's debt-carrying capacity as strong.

Table 2.2: Revenue, Expenditure and Debt Ratios

	2018	2019	2020	July 2021
Revenue	21.9%	25.2%	21.8%	19.2%
Expenditure	23.4%	25.9%	29%	30.5%
Debt to GDP	21.46%	20.78%	24.04%	
Debt to Export	28.4%	26.7%	32.8%	

Source: MEF

² According to World Bank a ratio that exceeds 77% for an exceeded period of time may result in an adverse impact on economic growth. And according to Asian Development Bank, Asian economies maintain a relatively lower debt to GDP ratios averaging 63.5% in 2020 much lower than the global 105.4%.

2.2 Fiscal Policy and Public Financial Management Reform

2.10 Fiscal policy is basically managing public spending and revenue collection with the government's main responsibility to boost aggregate demand. The following sections describe some of the achievements carried out for effective public financial management;

a. Public Financial Management Reform Program (PFMRP) 2004-2025

2.11 As also critical in achieving Economic Growth under Sustainable Development Goal Eight (SDG 8), a strong public financial management reform will improve optimal utilization of public budgetary resources, increase accountability and operational efficiency. Realizing this, RGC in partnership with Development Partners (DPs), instituted the PFMRP to 1) reduce poverty prevalence in the country, and 2) adopt international best practices in public financial management reforms ranging from budgeting, accounting, auditing and control measures. The RGC's strategy for enhancing growth, employment and poverty reduction foresees the need for substantial public expenditure for rural development with corresponding need for adequate expenditure management. A study³ carried out by the Asian Development Bank (ADB) presents budgetary savings of about US\$ 120 million per year from shifting 50% of procurement to competitive bidding. However, a full implementation of PFMRP across all government ministries will entail a long process and developing human resource (HR) capacities for a full roll out of the program.

2.12 The results of Stage 1, Budget Credibility referring to government's ability to implement the budget and achieve required results, has exceeded growth of current revenue targets by 1.47 percentage points of GDP (General Secretariat 2018 et al). The importance of PFMRP is also reflected in the Rectangular Strategy IV with the government implementing a number of reforms to promote good governance and budget credibility.

b. Revenue Mobilization Strategy 2019-2023

2.13 The RGC also initiated revenue mobilization through new revenue policies and institutional framework by strengthening revenue administration, tax audits, and improved monitoring and evaluation. In 2019, RGC launched the revenue mobilization strategy document with an agenda to modernize General Department of Taxation (GDT) fiscal revenue system in response to increasing demand for service quality, social equity guarantees and sustainability of revenue. It mandates the government to strengthen the fiscal and non-fiscal policies in key sectors.

2.14 Indirect taxes dominate tax revenue accounting for 49.3% of the total in 2019 comprising domestic and import value added taxes and excise duties. Direct taxes improved from 16% of total revenue in 2010 to 19.2% in 2019 and are mainly concentrated in profit taxes.

2.15 Revenue collection in 2020 was strong when the profit taxes of 2019 were filed. According to World Bank Report 2021, Road to Recovery et al, revenue in the first two months of 2021 reached 3.18 trillion Riels or 10.6% year-on-year contraction, due largely to a decline in taxes on goods and services as consumption faltered. In the first two months of 2021, tax revenue amounted 2.68 trillion Riels or an 8.7% decline. Similarly, non-tax revenue shrank dipping to 0.69 trillion Riels, a 19.8% year-on-year contraction (Ibid).

c. The Budget System Reform Strategy 2018-2025

³ ADB Sub-Sector Analysis of Public Financial Management for Rural Development Program, sub-program II (RRP CAM 4137302).

2.16 Capacities in budget preparation and execution, financial management and accounting, procurement, internal and external audit, and monitoring and evaluation are being strengthened. This is augmented by a comprehensive and very complex set of internal controls (commitment and payment order processes) which are now in place. The national treasury has rationalized government accounts held at commercial banks, and transferred balances to the Treasury Single Account. In addition, government payments, including salary administration through the banking system, have increased, reducing the number of cash-based transactions. Ministry of Economy and Finance (MEF) financial controllers have been posted in line ministries, to facilitate smooth but well controlled payment processes and to support better preparation of commitments, expenditure mandates, and reconciliations (ADB, 2013).

2.17 Similarly for financial reporting, the accuracy and comprehensiveness of financial reporting are being systematically improved through the implementation of international standard budget classifications, charts of accounts, and integration of capital spending. The National Treasury controls the government bank accounts at the National Bank of Cambodia. The Treasury reconciles these accounts with corresponding cash books monthly, within four weeks from the end of the month (Ibid).

d. Debt Management Strategy 2019-2023

2.18 As noted from Table 2.3 debt sustainability analysis recorded for 2020 with all key debt indicators are well below the threshold level. Total public debt to GDP is 24% against threshold of 55%, total public and public guaranteed external debt to GDP is 24% against threshold of 40%. Likewise, public and public guaranteed external debt to exports is 32.8% against threshold of 180%, and public and public guaranteed external debt to revenue is 6.3% against the threshold of 18%.

Table 2.3: Key Debt Sustainability Analysis Indicators (%)

	Threshold	2018	2019	2020
Total Public Debt to				
GDP	55	21.4	20.78	24.04
Public and Publicly Guaranteed External Debt to				
GDP	40	21.46	20.78	24.04
Exports	180	28.4	26.7	32.8
Public and Publicly Guaranteed External Debt Service to				
Exports	15	1.4	1.5	1.8
Revenue	18	4.9	4.5	6.3

Source: Cambodia Public Debt Statistical Bulletin, Vol. 11, Page 12, March 2021

Note: Thresholds are defined as per World Bank and IMF standards

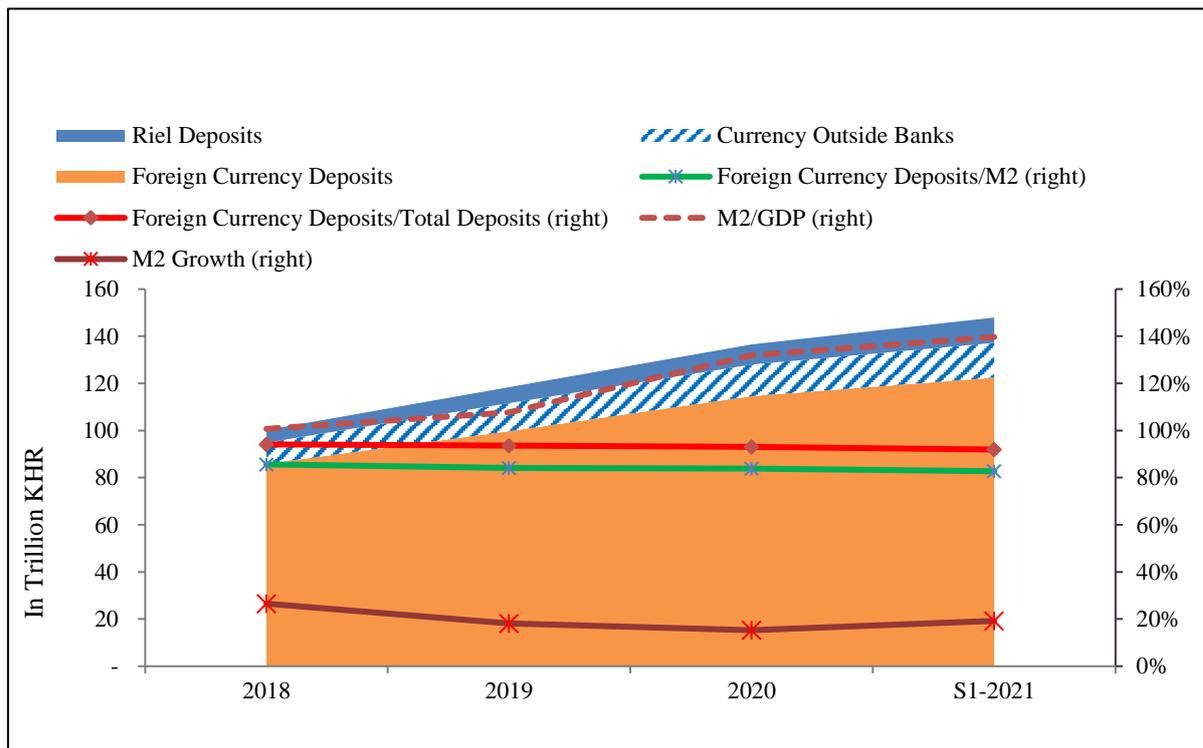
2.3 Monetary Policy and Financial Sector Development

2.19 The Monetary growth is stable at about 20% during the planning cycle. Broad Money (M2) rose from 100.2 trillion Riels (101% of GDP) in 2018 to 148 trillion Riels (139.7% of GDP) in the first semester of 2021. The increase of M2 was supported by the accumulation of net domestic assets and net foreign assets. As of the first semester of 2021, Broad money (M2) increased by 19.2% (year on year), higher than the same period last year (12.3%), the growth was similar to the average growth for the last five years before Covid-19 crisis (20.6%). This increase was mainly due to the increase in customer deposits (both in USD and KHR) at a rate of 19.5% compared to a growth of 10.8%, while the growth of currency in circulation slowed to 16.8% compared to 28% the same time last year. Customer deposits growth has been supported by existing customers depositing large amounts, a part of the creation of Smart Saving accounts and Mobile Banking. The slow growth of currency in circulation may be due to prudent monetary control to avoid the pressure on the exchange rate and the shift to the banking system to pay more for people's daily commodities as economic activity slows.

2.20 The Initiatives have been taken by the government and NBC to build confidence in the Riel and to encourage the use of the Riel in economic and financial transactions through the implementation of various actions as (1) requiring all government transactions to be in riel, (2) maintaining the stability of the exchange rate, (3) improving the quality of banknotes, and (4) distributing riels to meet the demand in all regions and sectors. Thus, the Riel has risen in recent years, which was reflected by the share of foreign currency deposit to M2 (FCD/M2) and to total deposits (FCD/Total Deposits) of 86% and 94% in 2018 declined to 82.7% and 92% in the first semester of 2021, respectively.

2.21 The NBC’s and RGC’s strategy above made the exchange rate of Riel against the US dollar stable around 4,050 Riels per US dollar with slight change.

Figure 2.1: Components of M2 and Growth
(2018 to Semester 1, 2021)



Source: National Bank of Cambodia

Stock Market and Securities

2.22 Stock market in Cambodia is gaining momentum with seven listed companies⁴ with a market capitalization increased from KHR 1.23 trillion in 2017 to KHR 1.77 trillion in 2018, a 44% rise (NBC 2020 et al p.29.). A new sub-decree in early 2019 provided more attractive incentives with firms listing within three years gaining a 50% reduction on income tax and eliminating all tax debt.

2.4 Trade Balance and Balance of Payments

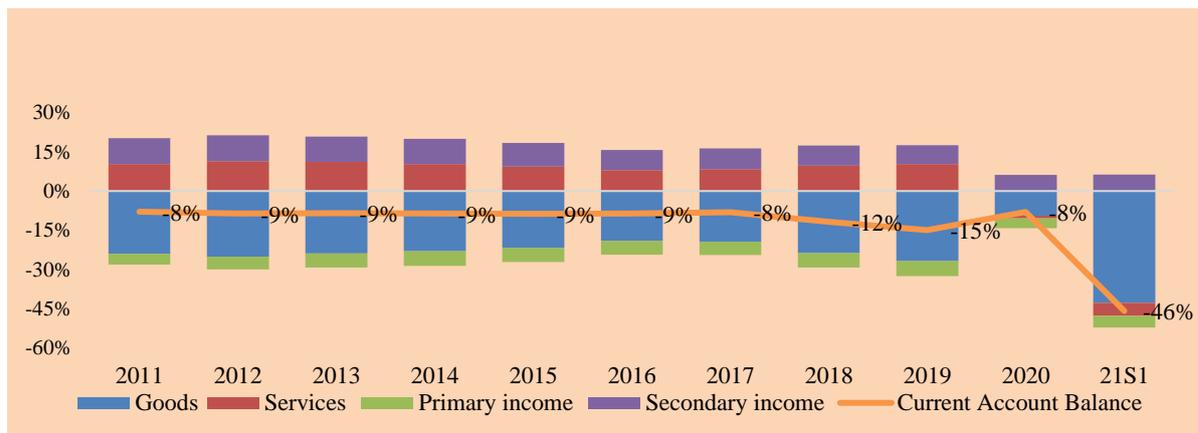
2.23 The balance of payments has an average surplus of about 4% of GDP from 2019 to the first half of 2021. The surplus of overall balance decreased from 5.9% of GDP. In 2018

⁴ Pestech (Cambodia)Plc., Acleda Bank Plc., Sihanoukville Autonomous Port., Phnom Penh SEZ Plc., Phnom Penh Autonomous Port, Grand Twins International (Cambodia)Plc., and Phnom Penh Water Supply Authority.

to 1% of GDP in the first half of 2021, mainly due to the widening current account and services deficit.

2.24 Current account deficit was 11.8% of GDP in 2018 and 15% of GDP in 2019, mainly due to the increase of trade balance and primary income deficit. Meanwhile, in 2020, the current account deficit dropped to 8% of GDP, mainly due to the decrease of trade balance deficit while services account posted a change from surplus to deficit. In the first semester of 2021, current account deficit continued to increase, reflected by the increase of deficit on trade balance and primary income while services account continued to show deficit, which could be partly offset by the increase of the surplus of secondary income account.

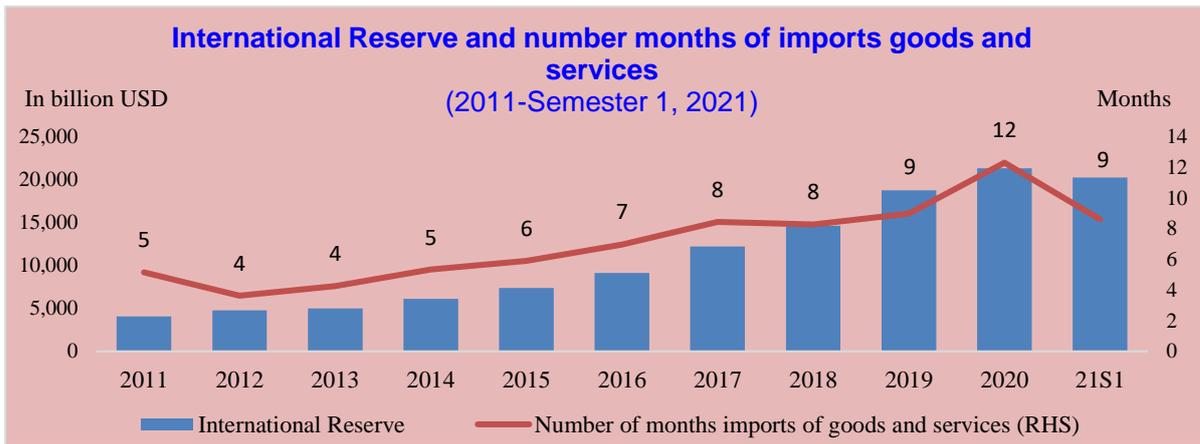
Figure 2.2: Current Account
(% of GDP from 2011 to Semester 1, 2021)



Source: National Bank of Cambodia

2.25 Trade balance posted a deficit of 23.8% of GDP in 2018 and 26.7% of GDP in 2019, and decreased to 9.5% of GDP in 2020. The decline in 2020 was mainly due to the decrease of imports while the exports continued to increase; especially, the exports of manufacturing products such as electric part, bicycle, and agricultural products, rice, and rubber while the export of garment decreased. In the first half of 2021, trade deficit increased approximately by 42.7% of GDP, resulted primarily from the faster growth of imports than exports. Cambodia’s economy during the last few years has been impacted by the Covid-19 pandemic which could be reflected by the significant decrease of domestic demand and the export of garment. At the same time, the imports of garment materials, construction materials and equipment, vehicles, and petroleum decreased slightly while the exports of garment and footwear also declined.

2.26 International reserves increase from 14.6 billion US dollars in 2018 to 21.3 billion US dollars by 2020. As at the end of June 2021, it decreased by 5% to 20.2 billion US dollars compared to the end of 2020, driven by the continuous spread of Covid-19 and unfavorable international financial market, but it could cover 9 months of prospective imports of goods and services and allow the National Bank of Cambodia to have sufficient capacity to manage the exchange rate, support liquidity demand, and maintain the resilience of financial sector in the event of possible economic crisis. International reserve is carefully managed in accordance with the 3 prioritized principles: i/- capital preservation, ii/- liquidity, and iii/- income. In addition, new potential risks were closely identified and monitored; especially, the investment on foreign reserves are also done with attentions on environmental, social, and good governance.



Source: National Bank of Cambodia

CHAPTER III

MAJOR ACHIEVEMENTS AND CHALLENGES

I. ACCELERATION OF GOVERNANCE REFORM: CORE OF RECTANGULAR STRATEGY

1.1 Institutional Reform and Capacity Building

3.1 The MOI has made the following key achievements:

Promotion of Quality of Public Services and Development of the Sub-National Administration

- Cooperative Preparation and Launching of Legal Instruments
 - Three sub-decrees on the Functions and Structures of Municipal/District/Khan Administrations in an effort to enable those administrations to ensure the effectiveness of the administration management, public service delivery, and local development.
 - Transfer of personnel management to the sub-national administration by co-preparing and launching the Royal Decree on the Separate Statutes of the Sub-national Administrative Servants.
 - prepared 5 legal instruments (2 Prakases and 3 Instructions) related to Khmer nationalization, residence book delivery, residence registration and management, and guideline on the implementation of the One Window Service Office mechanism of the commune/Sangkat identification service.
- Provided capacity development for sub-national and national administration officials.
 - Strengthened the institutional capacity by providing 2 audit training courses on 5 subject-related skills with 260 participants.
 - Organized 28 dissemination sessions on social media on the governance-related policies as well as organized 17 training courses for trainers and officials at the capital/province, municipal/district/Khan, and commune/ Sangkat levels regarding the provision of public services based on the principles of good governance.
- Established and officially launched the One Window Service Offices and the Ombudsman Offices in 25 capital/provinces
- The RGC, in principle, agreed at the request of the Ministry of Interior to promote another border crossing located in Santepheap commune, Sampov Lun district, Battambang province, to become an international border crossing in 2019, after having promoted 01 border crossing to an international on in 2015 and another one in 2017. Also, 04 local crossings were promoted to the bilateral border checkpoints between 2015 and 2017.
- Created a mechanism to provide border pass to the people living along the borders with the neighbouring countries for their businesses.
- Strengthened the accountability between the councils and the people, between the councils and the officials and between the councils and the government agencies.
- Reformed the prison management.

Peace, Political Stability, Security and Public Order

- The Border Police Forces have carried out working closely with the Royal Cambodian Armed Forces to vigorously defend the territorial integrity and national sovereignty, maintaining borders of peace, friendship, cooperation and development. At the same time, the Border Police Forces have met with their counterparts from neighboring countries for 11,775 times to exchange situations and experiences, to jointly address various incidents and to cooperate to effectively prevent and curb transnational crimes.

- Since 2020, in the context of fighting against the COVID-19 pandemic, the Border Police Forces have played an important role in contributing to the implementation of border lockdown measures by manning 962 posts and reinforcing patrol plans along the border to prevent entrances and exits violating the lockdown and quarantine measures and illegal entrances of alien foreigners. As a result, the forces have suppressed 180 cases of transnational worker smuggling in and out of quarantine zones and 35 cases of illegal entrances of alien foreigners.
- Carrying on to resolve land and water border issues with neighboring countries on the basis of international laws, along with further developing and promoting the implementation of border development strategies as a border of peace, friendship and cooperation, while continuing to adhere to the principle of not allowing Cambodian territory to be used to go against the neighboring countries.
- Prevented the occurrence of the terrorism in Cambodia while there were 2,264 terrorist attacks in 44 countries.
- Prevented attempts to overthrow the legitimate Royal Government by maintaining stability, internal security, and normal life and social activities; preventing all kind of gathered demonstrations and strikes; taking both rigorous administrative and legal measures against those committing incitement, and attacking and insulting His Majesty the King, top leaders, and the government's institutions; and in particular, detecting and cracking down rebel-related targets and educating the citizens deluded by the rebels' propaganda.
- Prevented and suppressing all kinds of criminal offenses, including counter-terrorism and terrorist financing, counter-money laundering, the fight against illegal activities related to drug trafficking and use, the fight against illegal activities related to human trafficking and sex exploitation, and the fight against all kinds of transboundary crimes.
- Continued to promote the implementation of the "Safe Village-Commune Policy".
- Introduced strict measures to enforce the Law on Road Traffic of the Royal Government and of the Road Traffic Safety Commission and the participation of people of all walks of life, significantly the active respect and implementation of the law by road users which have improved the traffic situation in a positive manner.
- Paid attention to the preparation of compulsory and voluntary fire extinguishing teams by formulating the legal documents for the management, monitoring and support.
- Reinforced the implementation of Law on Nationality and Law on Immigration by blocking the flow of immigrants at land, air and water border checkpoints, with the search for illegal immigrants residing in the Kingdom of Cambodia for deportation to their country of origin through the following implementation of activities:
 - Strengthening the management on border checkpoints of all types, encouraging the cooperation of the public and line authorities in the prevention of crimes and illegal border crossing.
 - Enhancing the management and delivery of visas of all types, aiming at serving the open sky policy, and immigration and security work.
 - Rigorously reinforcing the management on the residence and business of foreigners and immigrants.
 - Conducting inspecting foreign laborers in factories, enterprises and establishments in collaboration with the Ministry of Labor and Vocational Training.
 - Studying and adjusting legal instruments in relation to alien nationals holding permanent residence permits and establishing a draft guideline on the use of labor in border areas for dissemination to business owners and preparing a sample of declaration of recognition of permanent residence permits and travel documents for alien foreigners, private investors and their spouses.
 - Developing an information technology system to realize all immigration requirements of skills.
 - Taking actions to investigate and seek alien foreigners illegally sneaking in and staying in the country and alien foreigners involving in crimes by strictly reinforcing the law.

- Expanding solidarity and cooperation with national and international partners to provide mutual support, exchange of information, settlements of immigration issues, enhancement of professional capacity, and provision of technical assistance.
- Strengthening the capacity of organization and units by adjusting the managerial structure, human resource development, furnishing with technical equipment, and improving the efficiency of implementing the budget of the organizations and units.
- Strengthened law enforcement and building capacity to prevent the cyber crimes. Precisely, operations have been actively carried out with suppression and arrests of suspects to bring them to court and to reinforce the Law on Immigration by deporting them from Cambodia for those who have committed technology-related and VOIP frauds, and online gambling and enforced Law on Immigration by deporting them from Cambodia.
- Established a master plan and action plan to serve for vital political and international events, including the plan on protection for the 13th ASEM Summit 2021, the ASEAN Summit 2022, and the 32nd Southeast Asian Games 2023, and draft a plan on the protection of the 2022 Commune/Sangkat Council Election Campaigns and Election Day of the 5th Legislature and the 7th National Assembly Elections in 2023. At the same time, a plan on safety protection for temporary refugees in Cambodia has been developed.

3.2 Beside the above achievements, the MOI faced the following challenges:

- The organization of the monitoring and evaluation system of the municipality/district/Khan administration is clearly not in accordance with the new management system of the municipal/district/Khan administration.
- The transfer of functions and resources from the national ministries and institutions to the sub-national administrations has been slow and incompletely implemented.
- The National School of Local Administration (NASLA), a capacity building institution, is not yet fully operational.
- Institutional and human resource capacity in the sub-national administration has not yet been fully responded.
- There is lack of technical support and resources to monitor, support, and facilitate the complaint resolutions of the Ombudsman Office.
- Administrative services provided by some departments and units have not yet been delegated to the OWSO.
- Norms and procedures for administrative service delivery remain complicated.
- There have been negative impacts such as the transfer of functions and resources from the ministries and institutions to the sub-national administrations.
- The implementation of birth registration, temporary residence registration management, and the management of dweller statistics in condominiums, industrial estates, and special economic zones have not yet been fully and rigorously carried out due to some challenges related to the capacity of the officials at both the national and local levels.
- Establishing or promoting the rank of border checkpoints with neighbouring countries also faces the following challenges:
 - Neighboring countries have refused to establish or promote the rank the border checkpoints as having agreed upon.
 - Negotiations between the experts of the Ministry of Interior and those of the ministries and institutions responsible for establishing or promoting the border checkpoints have been complicated.
 - The COVID-19 pandemic has prevented the joint working group on the Cambodia-Vietnam land border checkpoint from conducting joint inspections at specified locations to plan for the establishment and promotion of the joint border checkpoint.
 - There has had not enough time for study and evaluation to establish or promote the border checkpoints.

- Threats from the COVID-19 pandemic and its variants, threats from international terrorism and transnational crimes of all kinds, cybercrimes in conjunction with the recurrence of criminal offenses, drug trafficking and abuse, child labour and sex exploitation, gangster problems, and traffic accidents are all subjects needed to be orchestrated and tackled aiming at strengthening social security and stability to maintain the well-being of the people and the society.
- Building the capacity of the national police and prison officials encounters the lack of budget in developing related infrastructure such as artificial crime investigation exercise buildings, diagnosis center, multi-skill exercise building, etc. and exercise materials.
- Short trainings and international cooperation with development partners were suspended due to the COVID-19 pandemic.

3.3 The RGC has implemented the Decentralization and De-concentration policy empowering citizens to meaningfully engage in local governance and improve their social, economic and environmental well-being. Starting 2000, the policy continues to make service delivery more responsive and accountable through strengthening local democratic institutions enabling expression of grassroots priorities. This has improved framed condition allowing subnational administration (SNA) to effectively fulfill their functions and to enable civil servants and elected representatives to respond to the needs of the citizens and manage resources efficiently. The plan period has witnessed gradual transfer of power from the central ministries to SNAs. For instance, services previously offered by Level I Provincial and Capital Administration are now decentralized to Level II District and Municipalities including primary education and health, natural resource management, and small-scale infrastructure, municipal services and agriculture extension. Level III governance comprising Communes and Sangkats now link citizens to higher government levels. Strategic planning and investments are carried out in consultations with the capital and provincial administration.

3.4 Capacity and management responsibilities at SNAs (Governors and Councilors) have been improved to supervise and support new service delivery functions. Organizational restructuring accompanied by technical manuals are developed to support the reform. For example, trainings on local governance and economic development, inter-governmental relations, social accountability, monitoring and evaluation, financial management have been provided to over 64,000 employees through the National School of Local Administration (NASLA) (World Bank, 2018 et al.). Communes and Sangkats can now operate at SNAs with independent governance identifying local needs by locally elected commune representatives or village chiefs. Likewise, administrative services have been transferred to districts and municipalities through the One Window Service Offices (OWSO) leading to reduced time and transaction costs.

3.5 Key challenges the remain are strengthening peace, stability, rural development, security, territorial integrity, national sovereignty, social and economic development.

3.6 To ensure quality of public service delivery the Ministry of Civil Service introduced Performance Management System (PMS) and promulgated the Law on Public Service with sub-decrees on the evaluation and recognition of good public service delivery, recognition of 10 high schools and 30 good local public hospitals. The ASEAN guideline on public service delivery system has been adopted. Developed and upgraded a human resource management information system with newer features of integration at national and subnational levels. Knowledge and skill upgradation trainings were imparted to seven hundred and seventy-three ranks equivalent to Director Generals and Inspector Generals. A total of 17,778 civil servants (5,249 females) benefitted from trainings and workshops out of which 4,222 are females. The Ministry also formulated the National Program for Public Sector Reform and its M&E Framework. (1) Methodology on the evaluation and recognition of good secondary schools, primary schools and health centers. (2) The management and the service delivering of public service delivery unit champion in 2019. (3) The improvement of the citizen engagement in the process of public service delivery. (4) The evaluation and

the recognition of good leaders in public sector. 5). Law on Public Service. (6) Sub-decree on the evaluation and recognition of good public service delivery unit in the sector of education and health. (7) ASEAN guideline on public service delivery, system and the implementation among ASEAN countries and the public service delivery under the financing of the ASEAN Fund plus three. (8) Public service information Application (mobile app) and Website.

- Implemented the following sub-decrees: (1) The evaluation and recognition of good public service delivery units in the education and health sector at the local level.
- Provided public-service-related technical assistance and document to (1) Ministry of Environment, (2) Ministry of Public Works and Transportation, (3) The Phnom Penh Capital City Hall, (4) The UNICEF Cambodia and (5) The UNDP Cambodia.
- Jointly Organized training on Innovation for managers in public sector in the sector of education and health, and organized study visit with following stakeholders: (1) The UNDP Cambodia, (2) The Royal School of Administration, (3) The ministry of education, youth and sport, (4) The ministry of Health, (5) The governors of city/district/khan, head of local public hospitals and rector of high schools including 197 females.

Table 3.1: Trainings Availed by Civil Servants 2019-2021

No.	Indicators	2019		2020		Semester 1, 2021	
		Total	Female	Total	Female	Total	Female
A. Initial Training		866	322	396	166	503	178
1	High Ranking Civil Servants	60	15	0	0	91	28
2	Kramkar Civil Servants	119	32	0	0	121	43
3	General Administration Civil Servants (New Recruited)	687	275	396	166	205	71
4	Kramkar Civil Servant (New Recruited)	0	0	0	0	86	36
B. Continuing Training		0	0	352	55	868	222
1	High Ranking Civil Servant training course	0	0	106	12	155	38
2	General Administration Civil Servant training course	0	0	164	26	535	134
3	Middle Ranking Civil Servant training course	0	0	39	11	90	26
4	Kramkar Civil Servant Training Course	0	0	43	6	88	24
C. Short Courses		1,479	433	80	19	151	22
D. Workshops and Other Programs		3,294	943	2,842	844	6,947	2,045

Source: MCS

Table 3.2: Minimum Salary for Sub-National Officials (KHR)

Description	Unit	2018		2019		2020		2021	
		Min	Max	Min	Max	Min	Max	Min	Max
Contracting Staff	Riel	600,000		650,000		670,000		670,000	
Member of capital and provincials' council	Riel	1,085,000	1,360,000	1 135 000	1,440,000	1,350,000	1,440,000	1,350,000	1,440,000
Member of city, district, and khans council	Riel	860,000	1,075,000	910 000	1,155,000	910,000	1,155,000	910,000	1,155,000
Member of Commune's council	Riel	700,000	1,030,000	740 000	1,110,000	870,000	1,110,000	870,000	1,110,000
Village's staff	Riel	180,000	250,000	250,000	400,000	280,000	430,000	280,000	430,000

Source: MCS

3.7 Currently, remunerations for civil servants are sent directly to the bank two times in a month and are increased from year to year.

Table 3.3: Salary of Civil Servants, Police and the Army, 2019-2021 in Riels '000

Description	2018		2019		2020		2021	
	Min	Max	Min	Max	Min	Max	Min	Max
Administration Sector	1,014	3,001	1,100	3,117	1,172	2,475	1,172	2,475
Education sector	1,114	3,001	1,200	3,117	1,272	3,205	1,272	3,205
Health Sector	1,114	2,131	1,200	2,297	1,272	2,405	1,272	2,405
Police	1,098	3,185	1,184	3,301	1,256	3,205	1,256	3,205
Army	1,035	3,185	1,143	3,301	1,181	3,205	1,181	3,205

Source: MCS

3.8 Beside the above achievements, the MCS has faced some challenges as follows:

- The legal framework and existing regulations have not been widely implemented as stated.
- Limited and complicated public service procedure and delivery.
- Lack of financial supports for setting up an IT system to manage the data of civil servants, because this system requires relatively big investments in both hardware and software.
- The existing management information system for civil servants is not yet widely used.
- It is difficult to timely change the administrative and family situation of individual civil servants, as well as the salary arrangement, due to insufficient information or lateness of submission of relevant supporting documents from line-ministries and institutions.
- Impacts of COVID-19 pandemic have been negatively slowing down the procedures of planning and recruiting of new public servants, and some activities which need face-to-face interactions in a large gathering have been postponed.

3.9 The Ministry of National Defense has accomplished the following achievements:

- Rightfully protected its territorial borders with the highest sense of tolerance and adherence to international laws.
- Continued its vision of transforming combat zones into development zones.
- Gained rightful business ownership as an alternate source of income for the armed forces.
- Actively engaged in controlling the spread of COVID-19 through vaccination drives, setting up and managing quarantine centers, controlling travel, facilitating immigration especially for migrant workers.
- Built rehabilitation centers for disabled soldiers and housing facilities for arm personnel retirees.
- Established a national institute for the management of peacekeeping forces and explosive remnants of war and
- Established the veteran's association to serve the welfare of the military community.

3.10 Despite achieving the above results, the Royal Cambodian Armed Forces still faces the following challenges:

- Global pandemic of COVID-19, climate change, trade wars between the United States and China, and restrictions on EU imports, have made it difficult to find sources of funding for military resources investment.
- There is not yet a suitable vocational training center in the field of development to strengthen the capacity of the armed forces in the fields of science and technology, which is needed to accelerate development for the well-being of the armed forces community as well as to contribute to national economic development.
- The management and utilization of the physical resources of the army has not yet been used to its full potential effectively to maximize the benefits of improving the living standards and development of the army.

1.2 Strengthening Accountability and Integrity in the Public Administration

3.11 The achievements of anti-corruption work by the Royal Government of Cambodia from 2019-2021 are:

Achievements of anti-corruption work that the Royal Government of Cambodia has achieved through the collaboration in fighting against corruption in conforming with the five approaches: mirroring, bathing, dirt scrubbing, treatment and surgery, and the three core measures, including (1) strengthening education to prevent corruption (2) Preventing and obstructing the opportunity of committing corruption (3) Cracking down corrupt offenses and send case to the court to make people dear not to commit corruption, have been promoting Cambodian society to take one more significant step forward in anti-corruption performance.

1. Strengthening Education

Since **Samdech Techo, the Prime Minister**, has introduced the Five Approaches: Mirroring, Bathing, Dirt Scrubbing, Treatment and Surgery, each ministry/institution seems to have better understanding, obediently act, quickly set out the educational actions for their officials to remediate the gaps and optimize transparent, integrity-based spirits in work performance in the institutions, ministries, entities and sub-national administrations. In particular, at all three levels of education (primary, secondary, higher education), the Ministry of Education, Youth and Sports continues to strengthen anti-corruption work by teaching anti-corruption classes along with some other subjects to the students.

The government institutions and sub-national administrations have been promoting their commitments to fighting against corruption through the keynote, speech deliveries, campaigns, proving statement on irregularities, remediating the misconducts to the public, displaying the banners on anti-corruption awareness, displaying information on service fees that demonstrating local level and public to see clearly the commitments of all ministries and institutions in the fighting corruption. The media, including traditional and modern ones, has always been actively involved in educating, disseminating and participating in anti-corruption work. The observation is that people are increasingly involving with us in fighting corruption from year to year, such as expressing their opinions and denunciations.

2. Corruption Prevention and Obstruction

Corruption prevention and obstruction accompanied by Five Approaches: Mirroring, Bathing, Dirt Scrubbing, Treatment and Surgery, has made institutions, sub-national administration and local authorities become more active in preventing and obstructing corruption from happening. All entities, institutions and sub-national administrations and local authorities have worked closely together in asset and liability declarations, and have always been 100% successful every year, despite the seriousness of the Covid-19 pandemic. Asset and liability declaration is an act of mirroring that contributes significantly to the prevention and obstruction of corruption and to culturing new mindset amongst public officials in their field, work and daily lives.

Public servant recruitment examinations, other forms of examinations of the ministries, institutions and sub-national administration have shown the transparency, fairness building more trustworthy in the society, minimizing the criticism, or almost zero criticism for recruitment examinations in some fields.

This year, the Anti-Corruption Unit observed 2,888 procurement projects of 240 ministries and institutions and sub-national administrations and found that all of them were performing soundly complying with the principles of the Ministry of Economy and Finance.

Attracting the private sector to join fighting against corruption, we did 7 times with them. Anti-Corruption Unit has received other 7 Memorandum of Understanding documents on Anti-Corruption. Private sector supports in the fighting against corruption has also been remarkable.

3. Law Enforcement for Corruption Suppression

Although education and prevention tremendously cover anti-corruption works of Anti-Corruption Unit, the Anti-Corruption Unit is still focusing on Anti-Corruption Law enforcement for corruption suppression and sending many cases to the court.

Starting from the complaint sources, both anonymous and named ones, including: open source information published in the press and social media, the complaints from various ministries and institutions and from the court, the case that the court assigned to us, and finally from domestic and oversea intelligence information.

Anti-Corruption Unit works based on its Standard Operating Procedures (SOP) for searching and investigation process. From January 2019 to June 2021, among a total of 1,457 complaints, Anti-Corruption Unit had completely resolved with complainants for 726 cases, disciplinary actions taken for 39 complaints, 12 cases were send to the court, and other 719 cases have been in process of complaint handling. In the first semester of 2021, we received only 171 complaints, 157 fewer than the previous year due to the serious pandemic of COVID-19, and 119 of all received complaints were completely resolved with complainants and other 52 complaints have been in process of case handling.

3.12 Beside the above achievements, the Anti-Corruption Unit still remain some works to perform as followings:

- Although significant achievement has been accomplished, the Anti-Corruption Unit has not been performed all of its capacity regarding collaboration between this unit with ministries, institutions, sub-national administrations and local authorities.
- Regarding the consolidation of education, prevention, obstruction as well as implementation of the Five Approaches: mirroring, bathing, dirt scrubbing, treatment and surgery of ministries, institutions, sub-national administration, local authorities, ACU have not established the consolidation mechanism yet.
- Regarding investigation work, to keep thoroughness, it requires more frameworks, financial and in-kind resources.

3.13 The Ministry of Civil Services has made the following achievements:

- Drafted the National Program for Public Administration (NPAR) 2020-2030.
- Developed the NPAR progress reports for 2019 and 2020, and draft report on the study of civil service management system.
- Developed Monitoring and Evaluation framework and system for implementing NPAR by developing the draft of Result Framework and Report Templates on the implementation of NPAR, and drafting the Guideline on Monitoring and Evaluation System for Implementing NPAR 2020-2023.

3.14 The Ministry of Civil Service (MCS) has faced the following challenges:

- The legal framework and existing regulations are yet to be widely implemented having to deal with complicated provisions of public service and procedures.
- Unethical practices of few civil servants lacking professionalisms still prevalent.
- The impacts of COVID-19 pandemic have slowed down the procedures of planning and recruiting of new public servants, and activities that require face-to-face interactions have been stalled.
- It is difficult to timely change the administrative and family situation of individual civil servants, as well as the salary arrangement, due to insufficient information or lateness of submission of relevant supporting documents from line-ministries and institutions.

3.15 The Ministry of National Assembly-Senate Relation and Inspection (MONASRI) has made the following achievements:

- Drafted inspection's law.
- Organized a forum to promote the law before and after promote fundamental law in the capital, land traffic law, a law on drug prevention province 13 times, with 2,122 participants.
- disseminated laws to the people in the capital province to get legal knowledge, make them understand the rights and obligations of daily life, to avoid or reduce any crimes, including land traffic law, inspection laws, the law on drug prevention and control the spread of HIV/AIDS and protection the rule of the environment and natural resources management and land law on the prevention and control of COVID-19 has a total of 74,878 participants.

- organized public forums at the capital-province to obtain comments and suggestions of people concerned. Those ideas will be used to analyze and resolve, followed by the sub-national and national levels to improve the standard of living. In fact, ten public forums were organized, with 2,656 participants, and 273 proposals were received.
- Monitored 455 institutions-units.
- Received 323 complaints.
- Trained 37 officials on inspection skills.

Table 3.4: Indicators by Sectors 2019-2021

Indicators	Unit	2019	2020	Semester 1, 2021
National Assembly-Senate Relations				
Legal awareness survey	People	1,532	590	0
Education and Dissemination Law		47,724	25,341	1,813
Organizing Public Workshop		2,656	3,500	4,000
Inspection				
Inspection on Management, Administration, Financial Management, Inventory of State Property	Institutions	722	299	0
Monitoring and Implementation of Law		455	0	0
Receiving complaints	Cases	135	129	59
General Administration				
Training of Inspection Skills	People	372	0	0

Source: MONASRI

3.16 Beside the above achievements, the MONASRI has faced some challenges as follows:

- The Ministry faced some challenges, such as the ability of civil servants is still limited, the lack of transport facility to perform missions, and the budget is still on the limit. Otherwise, the inspection law has not been launched yet, the cooperation of relevant institutions is still tiny, and the negative affected because of the spread of COVID-19.

1.3 Strengthening of Work Effectiveness

3.17 To strengthen work effectiveness of the civil servants, the following activities have been undertaken:

- Organized the capacity building trainings through short-term/long-term, seminars and workshops have been imparted to a total of 17,708 (5,249 female beneficiaries).
- Performed inter-sectoral reforms through improved coordination between ministries, line agencies, SNA and development partners have been conducted. For instance, a new joint action plan of the 3+1 reform program for 2020 comprising the public administration reform, sub-national democratic development reform, public financial management reform, legal and judicial reform have been adopted. This joint responsibility now rests with the Committee Secretariat for the Public Administrative Reform and the Ministry of Civil Service.
- Reported on the progress of the joint monitoring indicators for 2019-2021 and modernized the information technology system for the civil servant management by developing an upgraded human resource management information system in order to integrate with FMIS for both national and sub-national levels.
- Carried out surprise inspection by inspecting on civil service management at ministries / institutions of national and sub-national level with the result of 25 times and inspecting and solving 7 civil service cases.

- Conducted a total of 39 monitoring and evaluation cases.
- Drafted laws, sub-decrees, regulations and reforms to improve public service delivery. Some of the important ones are national program for public administration reform, public administration reforms, sub-national democratic reforms, public performance management system at the one window service officer (OWSO), instituted monitoring indicators, position classifications and trainings imparted.
- Civil servant salaries and remuneration has been revised, including the staff employed by contracts.
- Modernized human resource management information system using online evaluation platforms via information technology.
- Prepared a new joint action plan of the three-plus-one reform program for 2020 (public administration reform, sub-national democratic development reform, public financial management reform, legal and judicial reform) under the responsibility of the Committee Secretariat for the Public Administrative Reform and the Ministry of Civil Service and organize technical focal group to facilitate the implementation of the three-plus-one reform mechanism.
- Found out exceeded functional allowances of the Civil Servants being elected as town/district/Khan council members with the total of 611,513,187 Riels.

3.18 The National Committee for Sub-National Democratic Development (NCDD) has developed and put into effect the National Program for Sub-National Democratic Development focusing on the priorities and targets as follows:

- Continued strengthening the reform management.
- Continued strengthening and revising the sub-national administration structure and management.
- Promoted efficiency and effectiveness of the sub-national human resource management and development through the formulation and enforcement of the decentralized human resource management system.
- Continued promoting the function delegation in key sectors to sub-national administration.
- Continued promoting the financial delegation.

Table 3.5: Indicators of Decentralization and Deconcentration Reform Indicators and the Performance Results of 2019-2021

Nº	Indicators	Unit	2019	2020	Semester 1, 2021
	Reform Management				
1	Number of ministries and institutions adjusting their structure in line with decentralization	Ministries / Institutions	In progress	20	20
2	Annual state budget supporting core reform activities (in million dollars)	Million dollars	12.5	8.5	6.5
	Good governance				
3	Percentage of target municipals / districts/Khans using information systems in their management	%	70	64	100
4	Percentage of municipal/district/Khan females holding management positions	%	19	16.87	17.5
	Human Resource Management and Development				
5	Percentage of sub-national administrations recruiting their staff in accordance with the policy, norms, and procedures for sub-national administration personnel management	%	100	100	100
6	Percentage of Capital/ Provincial, Municipal and District/Khan Administration Directors evaluated by their Board of Governors	%	100	100	100

	Local service delivery and development				
7	Total number of ministries finalizing the instruments of transfer of functions	Ministry	20	20	20
8	Total number of plans of transfer of functions implemented	Plan	20	20	20
	Financial decentralization				
9	Percentage of municipal/district development fund, compared to the current revenue of the national budget	%	0.50	0.50	1.0
10	Number of municipalities/districts receiving funds with conditions	Municipal / District	18	40	41
11	Percentage of fiscal tax revenue of benefits of provincial budget sharing to municipalities/districts	%	3	4	4

3.19 Beside the above achievements, the NCDD faced the following challenges:

- The development of an M&E system for municipalities/districts/Khans is not clear in compliance with the new system management of the municipalities/districts/khans administration.
- The delegation of functions and resources from national ministries and agencies to sub-national administration is late and is not fully implemented.
- The National School for Local Administration, an institution for capacity building, is not fully functioning.
- The institutional and human resource capacity at SNAs is not fully responsive.
- There's lack of technical and financial support in monitoring and coordinating the people's complaints.
- The administration fee provided by the provincial departments and units are not transferred to the One Window Service Office.

3.20 The MOJ has made the following key achievements:

Regulation

- Prepared key draft laws such as Law on National Emergency, Law on Mutual Assistance in Crime, and Law on Prevention Measures of the Spread of COVID-19 and other dangerous communicable diseases.
- Led the consultation meeting to discuss penalty section of the draft laws and provided comments on draft laws and other legal documents requested by LMs/LAs.
- The Academy Committee in charge approving the new legal terms of the MOJ explained and approved 161 key terms extracted from Crime Code and Crime Procedure Code and developed draft explanation of the 213 key terms extracted from Crime Code and Crime Procedure Code.

Education, Dissemination and Training

- Participated in training 55 judge students (11 female) 8th Batch, 56 judge students (10 female) 9th Batch, 55 judge students (10 female) 10th Batch, 100 clerk students (37 female) 6th Batch, 116 clerk students (47 female) 7th Batch, 32 judge and prosecutor officials (5 female) 1st Batch, and 20 notary students (9 female) 2nd Batch.

Judgment and Pardon and Mitigation Bulletin Work

- 103,100 copies of condemnation bulletin were requested by the people.
- In response to the request of the MOJ minister, the King has issued a Royal Decree to reduce and pardon 1,592 prisoners.

Legal Assistance

- Bar Association of the Kingdom of Cambodia received 3,800 million KHR from the National Budget from 2019 to 2021 to use in case defense and legal consultation for the poor people.

Resolving the Case Blockage

- Resolved 37 900 criminal cases equaling 96% of the 39,500 blocked cases. In addition, capital and provincial courts solved 62 800 new criminal cases equaling 78% of 80,400 new criminal cases.

Inspection

- Inspected 62 cases, 34 complaints from the individual or legal entity on judges, prosecutors, clerks and bailiffs, periodically inspected the operation of all levels of tribunals 24 times, collected information about the status of the law enforcement at all levels of tribunals 17 times.

Glossary and Basic Justice

- Created a legal consultation mechanism and out-of-court conflict resolution mechanism for the people in the community through establishing municipal, district, Khan Justice Service Centers with 68 centers in 10 capital-provinces with 9 municipalities, 45 districts and 14 Khans.
- Transferred and integrated the 68 municipal, district and Khan Justice Service Centers to the sub-national level, namely, Regulation and Local Conflict Resolution Office.

Construction of Tribunals

- Constructed and put into function 3 regional appeal courts, i.e. Tbong Khmum, Battambang and Preah Sihanouk Appeal Courts. In addition, the MOJ constructed and put into function 3 courts of first instance in Tbong Khmum, Steong Treng, and Kamong Speu and established and put into function the court of first instance and its prosecutor in Kep on 25 September 2021.

3.21 Beside the above achievements, the MOJ faced the following challenges:

- Limited and inadequate human resource in quantity and quality to support the work process in justice sector.
- Limited understanding and participation of the officials and the public in implementing judicial and legal reform program.
- Inadequate means of transportation for work delivery.
- Inadequate rooms for judges, prosecutor representatives, clerks, and administration officials.
- Inadequate rooms for hearing, meeting rooms, evidence stock warehouses, and archive warehouses.
- Inadequate number of judges, prosecutors, clerks, administration officials and contract officials.
- COVID-19 pandemic causing the delay of work delivery.

1.4 Strengthening of Private Sector Governance

3.22 The Council for the Development of Cambodia (CDC) as the secretariat for Public-Private Forum mechanism and the coordination agency for inter-working groups of the RGC side organized 18th Public-Private Forum on 29 March 2019 under the presidency of **Samdech Prime Minister**. As a result, this 18th Forum issued firm reform measures as a package in order to strengthen competitiveness and promote the economic diversification in Cambodia.

II. OVERARCHING ENVIRONMENT FOR IMPLEMENTING THE STRATEGY

2.1 Peace, Political Stability, Security and Social Order

3.23 The Ministry of Interior has made the following key achievements:

- Defended national sovereignty and territorial integrity and resolutely prevented illegal activities that could cause political and social unrest. Prevented all kinds of criminal offences such as money laundering, terrorist financing, drug and women trafficking, and any other illicit activities. Any kind and forms of terrorist acts were avoided given 2,264 terrorist attacks were carried out in 44 countries.

- Prevented attempts to overthrow the legitimate government maintaining political stability, internal peace and security.
- Carrying on to resolve land and water border issues with neighboring countries on the basis of international laws, along with further developing and promoting the implementation of border development strategies as a border of peace, friendship and cooperation, while continuing to adhere to the principle of not allowing Cambodian territory to be used to go against the neighboring countries.
- Preventing and suppressing all kinds of criminal offenses, including counter-terrorism and terrorist financing, counter-money laundering, the fight against illegal activities related to drug trafficking and use, the fight against illegal activities related to human trafficking and sex exploitation, and the fight against all kinds of transnational crimes, as well as continuing to promote the implementation of the "Safe Village-Commune Policy".
- Reinforcing traffic safety and public order.
- Reinforcing the implementation of Law on Nationality and Law on Immigration by blocking the flow of immigrants at land, air and water border checkpoints, with the search for illegal immigrants residing in the Kingdom of Cambodia for deportation to their country of origin.

3.24 The MOI has faced some challenges, i.e. late budget release due to COVID-19 pandemic and the allocation of officials to participate in the prevention of COVID-19, some activities are required to be delayed.

3.25 The NACD has made the following key achievements:

- Disseminated the Slogan "3 Don'ts 1 Reporting", i.e. (1) Don't involve, (2) Don't intervene, (3) Don't release and report all drug crimes in all forums and events.
- Provided drug-related interviews on the media such as private and state radios and televisions.
- Inspected companies, factories and enterprises using chemical substances to assess the risks using these substances to produce illegal drugs.
- Functioned the Drug Victim Treatment and Rehabilitation Center in Preah Sihanouk.
- Continued to implement the bilateral and multilateral agreements with the countries in the sub-regions, regions, international, UNODC and cooperation projects including Safe Mekong Project.

3.26 Beside the above achievements, the NACD faced the following challenges:

- International criminals are attempting to use Cambodia as a place to produce, refine and transport the illegal drugs in all forms such as inland, waterway, air and express packages.
- Drug use and trafficking are still present although entertainment places were closed during the COVID-19 pandemic and other factors such as dishonesty of the law enforcement officials or not following the Slogan "3 Don'ts, 1 Reporting".
- Managing the prisoners who are drug criminals are not firm enough so that they still have opportunities to contact and order drug trafficking outside the prisons.
- Destroying the financial base of the drug criminals was not done to the roots.
- Selling the drug-related assets in late, not meet the demand of the National Fund for Combating Drug.
- The support in budget, means and equipment from donor countries including the development partners on drug monitoring was reduced to very little amount causing bad impacts and causing some drug monitoring activities inactive.

3.27 The Ministry of Cult and Religion launched three main strategic plans, (i) Buddhist studies, (ii) Propagation of Buddhism and maintenance of religious harmony and (iii) General support services. Buddhist schools both the primary and secondary schools are well managed by teachers and increasing number of pupils. There are in total 1,470 Buddhist school looked after by 4,203 monks/layman teachers. Pupils passing examination average percentage is around 84%. The three Buddhist undergraduate centers train 2,532

monks/layman with 702 monks graduated with higher degrees in Buddhist studies. Overall, there has been a total 77,610 monks with 75 new monks. The MOCR has organized the Buddhist connect to social program for 24 times Buddhist Concept Program for 12times and other trainings related to Buddhism. The ministry has maintained spiritual harmony with other faiths of religions in Cambodia.

3.28 Beside the above achievements, the MOCR faced the following challenges:

- The training of monk and student at Buddhist school is still difficult as because of lacking budget, human resources, school material, school building and transportation for going to Buddhist school.
- Lack of legal document for management of pagoda.
- Knowledge of monk, wise men, committee, the low management pagoda committee is still limited.

2.2 Favorable Environment for Business, Investment and Development

3.29 The MOC has made the following key achievements:

- **Business Registration:** (1) Prepared common Prakas for using name of company and enterprise on letter, document, and logo for showing or publishing in public; Prakas on business registration management, trademark and trade name for news and audiovisual license; Prakas on company's types notification and Prakas on providing permission or business license through electronic system; (2) Feasibility reform through changing new business registration counter, set up automation phone system to serve for support service, create business registration system through Cambodia Data Exchange (CamDX), reduced around 40% of registration fee for company, enterprise and name checking (3) Asked for establishing new data center for keeping business information; (4) Participated in money laundering and terrorism financing; (5) Published related business registration law and Prakas to traders organizations in all over the provinces and capital city
- **Intellectual Property (IP):** (1) Received and register trademark, renew trademark, trademark validity, recognition note on exclusive trademark, note on license or special license, geographical indication (GI) trademark registration, collective trademark registration and receive request on dispute mediation; (2) Created related intellectual property laws and regulations: draft law of confidential business and information, draft sub-decree on administrative procedure of implementing IP law, cooperate in preparing IP action plan 2021-2023, draft national IP policy 2021-2026, cooperate in reviewing sub-decree on establishment of National IP Management Committee, Prakas on notification procedure and note of exclusive use, licensing contract and authorized contract of doing trade, establish of designing trademark and industrial model consulting center, sign cooperation MoU between IP sector with IP Organization of Korea and National Administration of Industry and Trade of China, Prakas on requesting for trademark through electronic system, Prakas of upper project management on leveraging and receive GI trademark for Cambodia, Laos and Myanmar, draft Prakas in English on creating dispute solution and resolution procedure council, partnership contract in implementing project for promoting and registering GI trademark for Cambodia, Laos and Myanmar, translated the list of goods and services and guidebook on using Madrid protocol; (3) Prepared and conducted trainings, seminars and other events to promote IP sector.
- **Export and Import:** (1) Participated in negotiating bilateral, regional and multi-lateral agreement and in the meetings related to rule of origin; (2) Used ASEAN-Wide Self Certificate-AWSC) in order to make ease for doing trade in ASEAN region, participate in implementing National Single Window – NSW, link automation system of rule of origin (ATIGA e-Form D) into NSW and ASEAN Single Window, implement the Registered Exporter System-REX) to export to EU, add more types of CO followed to importer's rule of origin (Form Annex to export to Japan and Form Chile to export to Chile), link certificate of origin automation system to Special Economic Zone; (3) Compiled draft law and regulation of rule of origin, Prakas on identification

of implementation procedure of AWSC, prepare MoU between government, GMAC and International Labor Organization on Better Factory Cambodia (BFC).

- Goods Inspection, Consumers Protection and Competition: (1) Inspected products in markets, warehouses, handicraft, gas stations by cracking down and taking away the defective quality products or fake products in compliance with the existing laws and required standards; (2) Raised public awareness on foods safety, SPS identity of WHO; (3) Developed supporting infrastructure and official capacity-building through constructing administration building, using technical vehicle of food laboratory and gasoline, promote quality assurance–proficiency testing programs, capacity building, approval on documentation system); (4) Prepared and compile draft law on foods safety and consumer protection.

3.30 Beside the above achievements, the MOC faced the following challenges:

- The spread of covid-19 has hampered the implementation of action plans on training sessions, seminars, meetings, data collection and trade-related events.
- Some companies have not yet paid the full amount of fines.
- Capacity and analyzed equipment of the laboratory are still limited.
- Awareness of food safety and the participation of the private sector and the public in this issue is still limited.
- Cooperation between relevant institutions is still limited and lead to misunderstandings on the specific responsibilities due to the mandate.
- Laws and regulations to support the implementation of the work process are still insufficient, including: mechanisms for receiving complaints from owners and consumers on regulations for advertising, control of electrical and electronic products, and regulations related to return defective products, etc.

3.31 The Cambodian Investment Board of the CDC has made the following achievements:

- Completed the new Draft Law on Investment of the Kingdom of Cambodia and submitted it to the Economic and Financial Policy Committee (EFPC) and has been working on the new Draft Law on Special Economic Zones.
- Promoted, disseminated, and attracted investment through 61 relevant forums and workshops and met with 71 national and international investment delegations.
- Facilitated investment maintenance and organized forums and meetings with local and foreign investors, including the 18th Government-Private Sector Forum (G-PSF); five meetings of the Cambodia-Japan Joint Committee from the 17th to the 21st under the agreement between the Kingdom of Cambodia and Japan on liberalization, promotion and protection of investment; and working visit to Poipet Municipality of Banteay Meanchey Province and Bavet Municipality of Svay Rieng Province; and a meeting to review the outcomes of the two working visits to promote the development of special economic zones along the border.
- Has been cooperating with the United Kingdom in implementing the Accelerated COVID-19 Economic Support (ACES) to identify priority areas for investment attraction, challenges, potential and target attraction strategies.
- Investment projects registered with the Council for the Development of Cambodia (CDC) in 2020 decreased compared to 2019 in both the number of projects and investment capital. In fact, the number of investment projects has decreased by 77 projects, from 315 projects in 2020 to 238 projects in 2019. Investment volume has also dropped to more than USD 1,146 billion, but the decline is still at an optimal level compared to the prediction of the United Nations Conference on Trade and Development (UNCTAD) which forecasted that the flow of foreign direct investment decreased by about 40% in the world.

2.3 Strengthening Ownership and Partnership in Development and International Cooperation

3.32 In protecting reputation, dignity, prestige and a right to self-determination of Cambodia as an independent state, MFAIC and Cambodian missions overseas, during the mid-term of the

Sixth Legislature, have rendered responses actively and timely in the diplomatic fronts and public opinion to any foreign acts which tend to meddle into the Cambodian internal affairs and to infringe on Cambodian independence and sovereignty as follows:

- Gave numerous explanations about the facts and progresses of rule of law, civil rights space, freedom of press, and democracy in Cambodia, especially Cambodia's inalienable sovereignty in firmly adhering to an uncompromised stance not to sacrifice her sovereignty in exchange for foreign aid and allowing foreign military base in Cambodian territory during various meetings between Cambodian leaders and foreign dignitaries, representatives of international institutions, as well as Cambodian communities overseas.
- Released many statements, press releases, and interventions and also used a right of reply in the UN Human Rights Council in response to any incomprehensive and subjective accusations or reports raised by a handful of foreign agents or countries.
- Compiled and publicized the documents on Cambodia's Human Rights Situation (I & II) for the public to get more comprehensive information related to the human rights situation in Cambodia and to enrich their understanding about facts on the ground. Meanwhile, the Permanent Mission of the Kingdom of Cambodia to the United Nations in Geneva also compiled any relevant information concerning the human rights violations among Western countries.
- Cambodian missions overseas have enhanced the country's positive image through better progress of human rights and democracy in Cambodia, especially the exceptional humanitarian act of permitting Westerdam Cruise Ship to dock at Sihanoukville and providing humanitarian assistances for combating Covid-19 pandemic to some developing countries including Lao PDR, Myanmar, Timor-Leste and Nepal in late 2020 and early 2021 etc.
- Reminded the UN Special Rapporteur on Human Rights in Cambodia to avoid double-standard on human rights and acting as a judge to make a decision about human rights issues in Cambodia.
- Demonstrated Cambodian goodwill to promote harmonious environment for a constructive and open cooperation with Foreign Non-Governmental Organizations (FNGOs) through 1) extending the mandate of the Office of UN High Commissioner for Human Rights (OHCHR) in Cambodia for two years (2021-2022) and welcoming Professor Vitit Muntarbhorn as a new Special Rapporteur on the Situation of Human Rights in Cambodia; 2) dispatching Goodwill mission to meet with key figures of the European Commission and receiving EU Fact-Finding Mission to Cambodia as well as giving answers to the European Commission's final report on EBA withdrawal process; 3) organizing consultative meetings between the RGC and over 200 FNGOs in Cambodia in 2019 and 2020; and 4) legalizing FNGOs to enable them to operate and fulfil their respective missions in Cambodia as follows:

Table 3.6: List of FNGOs 2019-2021

FNGOs	2019	2020	Semester 1, 2021
FNGOs (New Registration)	85	43	42
FNGOs (Extended MOU)	329	314	321
Total	414	357	363

Source: MOFAIC

3.33 In efforts to safeguard national sovereignty and territorial integrity the MFAIC is successfully managing ongoing joint border committees to resolve border issues with neighboring countries as follows:

- In the case with Lao PDR, 86% of border demarcation has been completed with 14% that requires border talks over contested areas.

- With Vietnam 84% of border demarcation has been completed with 16% under border talks to settle the contested areas.
- With Thailand, RGC identified two old border markers (monument peg No. 71 and 73) installed by the French-Siam joint border committee bringing total border markers identified to 73 monuments.

3.34 The outbreak of COVID-19 pandemic particularly the emergence of new Covid-19 variant Delta and with an incessant human trafficking throughout the world have made the Cambodian people overseas being at risk of job and income, visa expiration for travel and residence and other problems. This requires the Cambodian Missions Overseas to double down attentions to their safety, security, and health through cooperation with host countries' concerned authorities to address Cambodian migrant workers' challenges and to render migrant workers with necessary services and support when needed.

Table 3.7: List of Cambodian Victims Rescued from Human Trafficking 2019-2021

2019	2020	Semester 1, 2021
38,473	11,981	2,322

Source: MOFAIC

3.35 Cambodia has diplomatic relations with 175 countries by establishing diplomatic ties with two countries in 2019; namely Monaco and Barbados and Uganda in early 2020. Cambodia has 66 missions abroad and 55 foreign missions with residence in Cambodia.

Table 3.8: List of Foreign Missions and Consulates, 2019-2021

Cambodian and Foreign Missions	2019	2020	Semester 1, 2021
Cambodian Missions overseas	31	31	31
Consulates General	11	12	12
Honorary Consulates	21	22	23
Total	63	65	66
Foreign Missions in Cambodia	32	32	32
Consulates General	3	3	3
Consulates Office	4	4	4
Honorary Consulates	10	12	16
Total	49	51	55

Source: MOFAIC

Between 2019-June 2021, 46 international agreements have been signed to reflect politics, security and economic development, trade, investment, tourism as well as culture. In this spirit, Cambodia also received state and official visits of various foreign leaders including Republic of Korea, China, Japan, Vietnam, Nepal, Myanmar, Sri Lanka, Laos, Malaysia and Hungary during which about 30 agreements including free trade agreement between Cambodia-China have been signed. Cambodia also signed agreements on visa exemption with 35 countries.

3.36 Cambodia has actively served as Vice President of the 73rd Sessions of the UN General Assembly (2019), as a member of the Economic and Social Council of the UN (2019) and member of the international institutions. In ASEAN, Cambodia has been actively working with all member countries to achieve the goal of ASEAN as a single community based on the rule of law and the ASEAN Centrality. In Mekong Regional Cooperation, Cambodia received 20 projects (over USD 7 million) through Mekong-Lancang Cooperation. Cambodia has been actively involved in the cause of world peace by dispatching its troops to carry out peacekeeping missions under the United Nations umbrella since 2006. To date, Cambodia has sent 7,528 troops (468 women) to nine countries, including Sudan, South Sudan, Chad, Central Africa Republic, Lebanon, Cyprus, Syria, Mali and Yemen.

3.37 The Ministry and its embassies have been promoting economic diplomacy strategy to attract foreign investors, attract tourists, expand markets for export, as well as conduct economic, trade, and tourism cooperation with foreign countries as follows:

- Officially launched the Economic Diplomacy Strategy for 2021-2023 as a roadmap for implementing economic diplomatic activities and published and distributed the Khmer recipe book "**Taste of Angkor**" as a tool disseminate customs, culture and civilization in the international stage.
- Investigated and intervened in counterfeiting Cambodian trademarks of foreign products
- Co-organized studytour for foreign diplomats and businessmen to Cambodia to explore opportunities of social, economic and cultural development of the country.
- Conducted meetings with authorities of the host states and representatives of foreign enterprises to discuss the possibility of expanding economic cooperation and investment projects, and promote the potential of economic, trade, investment and tourism in Cambodia.
- paid attention to promote the cultural diplomacy on the international stage including:
1) Preparation for the inscription of `**Kun Bokator**`, the Cambodian traditional martial arts, and `**Nom Banhchok**` on the Intangible Heritage List of UNESCO; 2) Facilitating the receipt and sending of 27 ancient Khmer statues from the United States back to Cambodia. 3) Decision to present Cambodia's candidature as a member to the Intergovernmental Committee for the Safeguarding of the Intangible Cultural Heritage Committee for the term of 2022-2026

3.38 Although these achievements have made significant contributions to the development and protection of national dignity and honour, as well as strengthening regional and international cooperation to fight against global pandemic, the restoration of the national economy and strengthening national and global peace, the Ministry of Foreign Affairs and International Cooperation has still faced some challenges as follows:

- Influence from the outside world has raised the Ministry's attention to global and regional political issues, geographical areas, to ensure stability, social security, free markets, such as political, trade and economic competition etc.
- Interfering in Cambodia's internal affairs from foreign countries by using human rights and democracy as an excuse, while the Royal Government of Cambodia has been consistently implementing the laws and principles of democracy and the rule of law.
- Planning to establish more Cambodian embassies in other regions have been delayed due to the COVID-19 pandemic.

3.39 The Cambodian Rehabilitation and Development Board (CRDB) has made the following key achievements:

- Formulated and implemented Development Cooperation and Partnership Strategy 2019-2023.
- Continued to strengthen partnership mechanism through the implementation of Guideline on Partnership Mechanism and Tools of the Development Cooperation and Partnership Strategy.
- Actively participated in the global forum on development effectiveness and institutionalized the global principles and some of the most relevant development effectiveness indicators in the DCPS results framework. These principles and indicators have been regularly monitored through Development Cooperation and Partnership Report.
- Strengthened the effectiveness of implementing Joint Monitoring Indicators through the progress report on Implementation of Joint Monitoring Indicators 2019-2020 and Joint Monitoring Indicators 2021-2023.
- Mobilized cooperation financing to support priorities and key measures in IDP. From 2019-2021, 918.7 million USD was provided to support the implementation of IDP. Most of the financing around 634.2 million USD supported the 4 key concrete measures. In addition, 142.3 million USD supported the facilitation of the supporting policies while 98 million USD support the promotion of the investment attraction.

- As a result, in mobilizing development resources, aggregate ODA requirement in the NSDP was USD 1.89 billion, approximately 110% of set target USD 1.69 billion, in 2020. This development resource plays an important role as a catalyst in assisting Cambodia socio-economic development toward LDC graduation. With respect to the use of country systems, 81% of ODA disbursed to the public sector was reported to be included in the PFM system, in 2019, and this increased to 86% in 2020. At the same time, the aid-on budget shows a good progress where 2019 was recorded with 92% and 2020 was recorded with 91%.

2.4 Strengthening Cambodia's Capacity to Further Promote its Integration into the Regional and Global Economy

3.40 The MOC has made the following key achievements:

- Strengthen and expand trade relation: (1) Defensed draft law on 1st protocol of amending comprehensive economy partnership agreement between ASEAN governments and Japan (AJCEP), received the approval on RCEP Agreement; (2) Negotiated the bilateral trade agreement between Cambodia–China and Cambodia–Korea; (3) Prepared joint council meeting of the 5th trade and investment framework agreement (TIFA) between Cambodia–USA, facilitate in the business council meeting between USA–ASEAN; (4) Conducted the seminar called export guide to Canada and research on Cambodia's export potential products to Canada; (5) Seek for trade cooperation with EUROCHAM; (6) Drafted trade agreement on “Economy and Trade Cooperation between Cambodia–Switzerland”; (7) Gave consensus on the content reviewed by Azerbaijan in “Economy and Trade Cooperation between Cambodia–Azerbaijan” (8) Negotiated in bilateral, multilateral and other trade related framework.
- Trade Fair: (1) Organized Khmer product exhibition “Buy Khmer Products Campaign” in any events such as River Festival; (2) Led Cambodia's business persons to join trade exhibition abroad upon the events in host countries and the world; (3) Announced and asked companies, enterprises, producers, trader, service providers to participate in online exhibition in the events of host countries (Thailand, Malaysia, India, Korea, China, Myanmar and others) – the products in this online exhibition: furniture, agriculture, industry, silk, global plays, foods oil and grain, everyday use materials and technology, garment and other related materials.
- Market Development: (1) Prepared local business forum; (2) Promoted and consulted about Khmer important products (3) Conducted the seminar in capital city and provinces the “Promote and deliver Cambodia's potential products included the sample products”; organized local seminar called “Cambodia's Products and Markets” cooperated by ASEAN-Japan, ASEAN-Korea, ASEAN -China center; (4) Established Cambodia's Border Market (Psar Da in Thbong Khmum Province).
- Trade Integration: (1) Published “Cambodia Trade Integration Strategy 2019-2023–CTIS Update 2019-2023”; (2) Promoted the implementation of CTISU through completion of achievement information–implementation matrix of related organization.
- **Trade Information Center:** (1) Collected, organized, analyzed, compile and published the data, statistics and trade information for trade related users and public; (2) Established the management system for data, statistics and trade related information to make ease for doing research and use to develop trade and investment activities.
- **Legal Framework:** (1) Provided notification of regulations and laws produced by each related ministries and organizations to WTO; (2) Published update information of Cambodia's trade and investment in the framework of ASEAN and WTO; (3) Facilitated and gave answers to questionnaires prepared by WTO member countries such as on “Trade Remedy”, G20 initiative in supporting industrialization in African countries and least developed countries, answer to questionnaire on related digital trade facilitation with sustainability; (4) Monitored the progression work in WTO work table including laws, amendments, sub-decree, regulations; check, recommend and give notification to WTO about trade facilitation, MFN applied tariffs, export subsidy, domestic support and other actions under WTO framework.

Table 3.9: Key Indicators in Commerce 2019-2021

Indicators	Unit	2019	2020	Semester 1, 2021
Exports	Million US\$	14,749	17,215	7,418
Imports	Million US\$	20,172	18,590	14,176
Registered Factories and Companies Generalized System of Preferential	Number	267	259	107
Workers employed in factories and companies registered under GSP	Persons	44,769	35,867	12,958
Company registration	Number	13,259	7,860	3,690
Trademark registration	Number	6,547	6,116	3,487
Trade related training offered at national and sub-national levels.	Persons	2,256	300	258
Inspection of product in the market	Number	549	702	276

Source: MOC

3.41 Beside the above achievement, the MOC faced the following challenges:

- The ability of working and raising public awareness, especially to business person, on the situation and context of the trade activities in the country, region and in the world is still limited.
- Disruption and postponement of trade related cooperation meeting between Cambodia and countries of the region and world.
- Some office supplies and technical equipment are not enough to use.

III. HUMAN RESOURCE DEVELOPMENT

3.1 Strengthening of the Quality of Education, Science and Technology

3.42 There is an increase in early childhood education from 7,780 students in 2018-2019 to 8,012 students in 2020-2021 responding adequately to equitable policy and readiness to receive education at the primary level. For primary education (PE), net enrollment rate recorded 91.9% (91.0% male vs 92.3% female) in 2020-2021 little short of the 98.1% target. However, the completion rate surpassed beyond target with 87.4% (83.4% male vs 96% female) in school year 2020-2021 against the target 84.8%. Primary school coverage has covered almost the entire the country recording 7,716 schools (7,228 public and 488 private) in 2020-2021) corresponding to 2,128,772 students. For secondary and technical education, access to education improved with gross enrolment increased by 1.6% lower secondary and 2.5% for upper secondary for 2018-2019. For lower secondary schools' net enrolment increased by 60.7% and by 32.2% for upper secondary education in 2020-2021, slightly below the target of 63.7% and 34.2%. In 2020, number of candidates who passed examinations at upper secondary increased to 121,127 out of which 63,988 (52.83%) are females. Secondary institutions subsequently increased to 2,049 (1,308 lower secondary and 741 upper secondary) in 2020-2021 and number of students at lower secondary education at 668,637 persons (354,313 females) and number of students at upper secondary registered 376,692 (204,549 female).

3.43 For higher education, gross enrolment rate for 18-22 years old increased by 1.7%. The current gross enrolment rate is 13.3% (15.5% male vs 11.9% female), a little lower than the targeted 14.2% (16.6% male vs 12.3% female). Total number of students registered for higher education is recorded at 201,900 (50.8% are female). Total students with a degree study are 10,239 (51.7% are female) and 171,183 students enrolled in Bachelor degree out of which 92,237 (53.88% are female), while Master's degree students recorded at 9,984 out of which 3,035 (30.4% are females). Total PhD students recorded 961 out of which 88 (9.16% are female). Increase in total enrolment for science, technology, engineering and

mathematics (STEM) in Bachelor's Degree increased by 30.4% (45.4% male vs 17.5% female) achieving the targeted 30%. Total higher educational institutions across the country are recorded at 128 divided into 48 public, 80 private and 20 in the provinces. Non-formal education also made good progress compared to 2017 with 349 community schools and 584 occupational skill development schools

3.44 Due to the COVID-19 impacts on face-to-face education, the MOEYS introduced measures for distance learning through procurement and distribution of television sets, smartphones, computers, electronic tablets, Zoom conferencing, Telegram and other e-learning applications.

3.45 For youth development, three good slogans on Good Children, Good Students, Good Friends left positive impacts on students and school management. In physical education and sports, Cambodia gained four gold medals, six silver medals and thirty-six bronze medals in the 30th SEA Games held in the Philippines. A total 509 (108 female) sport coaches are trained at international standards in preparation for the 2023 SEA Games.

Table 3.10: Results of International Sports Competition

Sport categories	Delegates	Players	Female athletes	Medals			Total
				Gold	Silver	Bronze	
World Champion Competition	50	78	39	14	13	15	42
Asian Champion Competition	39	52	39	12	08	12	32
South East Asia Champion Competition	11	20	16	00	00	07	07
Open Sport Competition	35	79	31	09	02	05	16
Disabled Sport Competition	09	34	02	00	01	02	03
30th SEA Games Sport Competition	123	206	70	04	06	36	46
Grand Total				39	30	77	146

Source: MOEYS

3.46 Although the implementation of the NSDP 2019-2023 in the past two years and half received the progress of results remarkably, but there were still facing some main challenges, which led to hindrances of unachievable implementation of the government's prioritized policies, especially in the stages of COVID-19 crisis, which demands problem solving and continuous implementation:

- Preschool infrastructure did not respond to service standard and required to expand early childhood education service.
- Teacher capacity was still limited on knowledge, teaching methods, experience and class management.
- Lack of infrastructure and electronic devices.
- Some educational institutions did not have scientific labs, computer rooms, libraries, teaching and learning materials and workshops.
- Implementation of STEM education programmes was still problematic for schools
- General secondary and technical education curriculum framework could not be fully implemented.
- Lack of technical skilled officials on distance learning management system.
- Higher education management information system did not completely respond to regional and international standards.
- Possibilities to receive poor students, especially female students at female dormitories were limited.
- Some higher education institutions did not receive investment on professor resources research as planned.
- Lack of human resources in field of relation skills, medication, and sport sciences.

3.2 Technical and Vocational Training

3.47 The MOLVT has made the following key achievements:

- To strengthen and expand the vocational trainings in response to the job market, the MOLVT has been formulating draft Law on Technical and Vocational Education and Training to make the technical and vocational training system more attractive to youths in order to be ready into the job markets. Introduced the national policy on technical and vocational skill training 2017-2025, technical and vocational training modernization action strategic plan 2019-2023, skill development foundation pilot project and increasing long-term vocational technical training for priority in 5 sectors such as: construction, electricity, car mechanic, manufacturing, business/information technology to support industry development.
- Increased the vocational trainings with 113,599 students (51,135 females) apprentice training amount 50,606 persons (37,914 females). In the COVID-19 context, the ministry introduced online technical and vocational training to ensure “One youth, one skill for life” and technical and vocational education and training reform.
- Implemented a pilot training program on PPP on the priority sectors by expanding on-job training and integrating soft skill into the trainings with 130,664 apprentices (96,760 females) and prepared industry relation office to strengthen skill trainings to respond to the demand of the private sector. Under this partnership program, the ministry cooperated and established Cambodia-China Friendship Polytechnic Institute in SEZ in Preah Sihanouk and started the trainings since 2018 on various skills such as mechanics, electricity, construction, IT, tourism, and hospitality.
- Created 4 sectoral skill councils: Construction in Angkor Polytechnic Institute, Electricity in Preah Kossomak Polytechnic Institute, Mechanics in Battambang Technology Institute, and Manufacturing in Cambodia Polytechnic National Institute to provide consultations on planning and activities in providing guidance and direction in capacity development and effectiveness of the technical and vocational education and training system.

3.48 Beside the above achievement, the MOLVT faced the following challenges:

- The enrollment in technical and vocational skill trainings is not matched with job market demand and the capacity of the technical lecturers and human resources is limited.
- Job market information system has not been fully developed so that there are lack of skills and mismatch of the skills in the job markets.
- Valuing the technology and science for implementation is not well recognized causing reluctance among the youths to take technology or science in their study which requires the strengthening and expanding of promotion especially the continuing to prepare technical and vocational training forum and vocational orientation programs.
- Recognition of the skill capacity following Cambodia Qualification Framework (CQF) in each sector is very little, additional marking of the coverage of the sector and skill priorities as well as continuing to develop the capacity based training standard package and matching the CQF with ASEAN Reference Qualification Framework (AQRF).

3.3 Enhancement of Public Health Services and Nutrition

3.49 The health and well-being of the Cambodian people has been significantly improved due to the broadening and maintaining of safety, equity and quality of the health care system, and expansion of the coverage of the social health protection scheme with the following key achievements:

- **Improve Reproductive and Reduce Maternal, newborn and child mortality and malnutrition among women and children:** The MOH has improved the maternal, newborn and child health by reducing the maternal mortality rate from 170 deaths to

141 deaths per 100,000 live births, infant mortality rate from 28 to 18 per 1,000 live births and the under-five mortality rate from 35 to 28 per 1,000 live births between 2014 and 2019.

Table 3.11: Indicators and Outcomes of Reproductive, Maternal, Newborn, Child and Nutrition Program

No	Indicator	Unit	2019	2020	Semester 1, 2021
1	Contraceptive prevalence (modern methods)	%	20.47	20.12	18.97
2	Proportion of births delivery at health facilities	%	86.75	89.16	38.48
3	Caesarean section rate (% of live births)	%	7.13	7.67	7.06
4	Percentage of pregnant women attended antenatal care fourth visit by health personnel	%	77.81	74.14	30.82
5	Percentage of post-partum women who received PNC consultation by health personnel	%	66.41	67.83	30.08
6	Percentage of infant who were breastfed within 1 hour of birth	%	65.36	71.14	71.71
7	Percentage of pregnant women received folic acid 90 tablets	%	91.05	89.47	41.47
8	Percentage of children 6-59 months received vitamin A during the last 6 months (Round 2)	%	73.04 (Round 2)	74.0 (Round 2)	60.74 (Round 1)
9	Percentage of children 12-59 months received Mebendazole during the last 6 months (Round 2)	%	75.15 (Round 2)	76.0 (Round 2)	58.35 (Round 1)
10	Coverage of 3 doses of vaccine against diphtheria, polio, tetanus, hepatitis B, pneumonia / meningitis rate	%	99.0	106.6	50.71
11	Coverage rate of measles-rubella vaccination (MR1)	%	102	107.3	50.32
12	OPD consultation (new cases) per children under 5 per year	time	1.61	1.28	0.62

Source: MOH

- Reduce morbidity and mortality caused by communicable diseases:** Under the wise and firm leadership of **Samdech Akka Moha Sena Padei Techo Hun Sen**, Prime Minister of the Kingdom of Cambodia. Cambodia control and prevent the Covid-19 transmission in the community without placing a country in a state of emergency, no regional or national closure, no death case and transmission to doctors and frontline health workers as 27 January 2021. In addition, Cambodia has successfully reduced the prevalence of HIV infection, the TB mortality rate and the Malaria mortality rate.

Table 3.12: Indicators and Outcomes of Communicable Diseases

No	Indicators	Unit	2019	2020	Semester 1, 2021
1	Number of new HIV infection per 1,000 uninfected population	Per 1,000 population	0.03	0.04	Annual data
2	Percentage of viral load suppression people living with HIV (adults and children) on	%	89.0	97.06	Annual data

	antiretroviral therapy within 12months.				
3	Percentage of people living with HIV (adults and children) on ART	%	89.0	99.5	99.86
4	TB Incidence rate of all forms	Per 100,000 population	287	Results released at the end of 2021	Annual data
5	TB mortality rate	Per 100,000 population	17	Results released at the end of 2021	Annual data
6	TB treatment success rate	%	94	94	93
7	TB cases detected	Number	29,450	29,680	12,488
8	Malaria Incidence	Per 1000 population	1.95	0.65	Annual data
9	Inpatient Malaria death per 100,000 population reported in public health facilities	Per 100,000 population	0.0	0.0	0.0
10	Dengue hemorrhagic fever fatality rate	%	0.07	0.01	0.13

Source: MOH

- **Reduce morbidity and mortality caused by non-communicable diseases and other public health problems:** Interventions in prevention and management of non-communicable diseases and other diseases, the MOH has achieved the following key indicators:

Table 3.13: Indicators and Outcomes of Non-Communicable Disease Prevention and Management

No.	Indicator	Unit	2019	2020	Semester 1, 2021
1	Percentage of adults aged 69-25 years with hypertension receiving treatment	%	23.12	29.07	Annual data
2	Percentage of adults aged 25-69 years with diabetes receiving treatment	%	28.6	43.19	Annual data
3	Percentage of women aged 49-30 years screened for cervical cancer	%	0.31	0.54	Annual data
4	Number and percentage of adult population with depression receiving treatment	Number and %	2.1% (11,809 people)	1.9% (10,532 people)	0.7% (4,211 people)
5	Number and percentage of people with drug used receiving treatment	Number and %	24.1% (5,396 people)	28.8% (6,436 people)	10.4% (2,330 people)
6	Cataract surgery rate per 1,000,000 population	Per 1 million population	2,562	2,334	Annual data

Source: MOH

- **More resilient, responsive and accountable health system to people's health needs:** Key interventions on improving service quality and increasing financial risks prevention to achieve the universal health coverage, the MOH has made the following achievements:

Table 3.14: Indicators and Results of Health Service Delivery and Health System Strengthening

No	Indicator	Unit	2019	2020	Semester 1, 2021
1	OPD consultations (new cases only) per person per year	Number of times	0.72	0.67	0.26
2	Bed occupancy rate	%	106.8	87.97	63.9
3	Hospital mortality rate	%	0.62	0.75	1.07
4	Percentage of the population covered by social health protection systems i.e. Health Equity Funds and Social Health Insurance schemes.	%	38.5	39.5	Annual data
5	Percentage of voluntary blood donation	%	21.7	13.2	8.3

6	Health Information Quality Index	%	93.87	95.13	94.83
7	% of Health Centers and Hospitals Provide Complete and Timely Reporting (by 16 January of a reporting year)	%	98.14	99.0	97.88
8	Percentage of available health centers Health Center Management Committee Full Function (%)	%	87.12	90.95	85.62

Source: MOH

3.50 Despite having made significant achievements and progress between 2019 and the second quarter of 2021, overall, the health sector still faces the following challenges:

- **Increasing population and the elderly:** Cambodia is on the way to an aging society, in accordance with the trend of life expectancy increased. This trend will drive increased demand for long-term care and non-communicable care/ chronic care services.
- **Growth of non-communicable diseases and health risk behaviors:** Non-communicable diseases are a leading cause of death and disability in Cambodia, while major communicable diseases remain a public health problem. Non-communicable care requires advanced diagnostic capabilities and high medical technology, and high medical costs, which poses challenges for hospitals, patients and their families, and the social health protection system.
- **Public health threats:** Facing the outbreak of COVID-19, the strengthening of the core competencies required by the International Health Regulatory Commission needs to be continued, in particular the technical capacity to seek prevention and rapid response to disease outbreaks and public health emergencies. Health risks, the environment, climate change and urbanization can pose a threat to public health.
- **The quality of health care services still limited, does not meet to population expectation:** Health worker with skill, are still required in accordance with standard of the health service delivery at health centers and referral hospitals, as well as medical equipment and medical technology.
- **The gaps still exist in the management and regulation of the market for medicines and health services:** Abolishment of systemic/social media advertising on pharmaceutical products, health supplements, cosmetic products that deviate from the validity still exist, if the Ministry of Health has taken measures to prevent it.

3.51 According to the priority policy of the National AIDS Authority (NAA) which play the key important role of the Royal Government in the fight against the spread of HIV and AIDS and according to the indicators set in the National Strategic Development Plan (NSDP) 2019-2023, the NAA has achieved a number of achievements, including:

- Integrated HIV and AIDS response into Commune/ Sangkat development plans.
- Incorporate poor people living with HIV into equity funds. Since 2019, 1,894 poor HIV-positive families have received equity funds.
- Implemented the RGC's notification letter No: 213 on HIV/AIDS response
- Has been achieving two goals (goal 1 and goal 2) of the Goal of 95/95/95 in 2021 and is on the way to completely achieve by 2025.

FOOD SECURITY AND NUTRITION

3.52 The CARD has made the following key achievements:

- Strengthened institutional mechanisms for FSN governance at international, national and sub-national level by participating in the implementation of the Global Scaling Up Nutrition (SUN) Movement's Action Plan and continued to implement the Technical Working Group on Food Security and Nutrition (TWG-FSN), FSN Forums and other

forums, and the establishment of Provincial Working Group for Coordinating on Food Security and Nutrition (PWG- FSN).

- Coordinated the preparation and implementation of the second National Strategy on Food Security and Nutrition 2019-2023 and preparation of joint monitoring indicators of the TWG-FSN.
- Prepared and implemented the roadmap for global activities in response to child stunting 2030.
- Formulated the roadmap for food systems for sustainable development 2030.
- Strengthened the management of information systems and knowledge on FSN through the collection, compilation and analysis of data to present FSN information to decision makers by regularly updating and updating the website on FSN (www.foodsecurity.gov.kh) and Facebook page: Cambodia Food Security and Nutrition Information System Office (<https://web.facebook.com/fsncu2016>) and Facebook page: General Secretariat of the Council for Agricultural and Rural Development.
- Capacity building for officers and trainers to sub-national officials and commune/sangkat officials in the field of FSN.
- Organized the National Nutrition Day and Sub-National Nutrition Day.
- Cooperated with FAO, WFP, UNICEF, WHO, GIZ, HKI and German Embassy and other DPs to promote the FSN sector.
- Established business network of nutrition improvement movement and nutrition champion youth network.

3.53 Beside the above achievement, the CARD faced the following challenges:

- COVID-19 made disruptions on food supply chains leading to increased food prices, lack of income, indebtedness and food affordability issues.
- Migration, climate change, food, environmental changes and the way of food consumption affect the food security and nutrition of the population.
- Lack of data to measure progress, response to nutrition governance, and multisector coordination at SNA, participation from the private sector and youth in FSN are still limited.

3.54 The MOSVY has made the following key achievements:

- Implemented emergency programs in collaboration with the Cambodian Red Cross and other organizations to provide emergency assistance in the form of food and other materials to the victims of natural disasters, victims and vulnerable people, poor and homeless people, a total of 149,903 households.
- A total of 652,484 families of poor and vulnerable people by COVID-19 registered to receive services at a total cost of 1,407 billion Riels for an ease in their livelihood and health care.
- Put into effects the cash transfer program for pregnant women and under 2-year children. As Semester 1, 2021, the RGC has delivered the cash transfer to 71,635 pregnant women and 37,366 under 2-year children with the total budget of over 21 billion KHR.

3.55 The MOP has made the following key achievements:

- Established national policies, technical guidelines, regulations and laws on fortification of micronutrients through surveys of pregnant women in five cities Phnom Penh province (Phnom Penh, Kampot, Battambang, Kratie and Ratanakiri).
- Succeeded in incorporating each level micronutrient into the national standard list with 22 iodine mixers to 9 capitals-provinces.
- Encouraged iodized salt producers to use twenty-two iodized salt labels while also promoting fish sauce and soy sauce producers to fortify their products. For instance, close to 88 metric tons of salt was iodized and 4 million liters of fish and soy sauce had iron minerals fortified. Subsequently, 3,000 metric tons of micronutrients are fortified in rice.

- 3.56** Beside the above achievement, the MOP faced the following challenges:
- Participation in the implementation of existing legal documents from national, sub-national professional institutions and stakeholders, especially the private sectors is still limited.
 - Knowledge and understanding of the importance of consuming micronutrients (salt, iodine, fish sauce, soy sauce, iron, rice, micronutrients) are limited.
 - Dissemination of the importance of the use of micronutrients (salt, iodine, fish sauce and soy sauce with fortified iron, rice fortification, and micronutrients) is not yet widespread.
 - Raw materials are not sold locally, only imported from abroad.
 - Salt producer community in Kampot-Kep province dismissed after that the produce needed to be responsible for iodine fortification and seeking markets, so the producers has not fortified iodine salt before distributing into the market.
 - Inadequate budget to expand and strengthen the micro-nutrient fortification in the food in Cambodia.

CLEAN WATER

- 3.57** The MISTI has made the following key achievements:
- Took care to implement the subsidy policy for low-income, poor people to get access to cheap water at a minimum, of which 35,006 poor families have received subsidies for clean water connections and set the selling price of clean water and signed a contract with the landlord for 700 riel/m³, and the landlord sells it to workers and students at 800 riel/m³. Currently, it has been decided to connect 5,630 houses with 122,291 rooms for rent, 100% achievement.
 - Strengthened the quality of services in accordance with the four basic conditions: quality, safety, sustainability, and affordability.
 - Continued discussions within the inter-ministerial framework to promote the adoption of the draft law on "Water Supply Management of the Kingdom of Cambodia", which is currently being submitted to the Council Jurists of Office of the Council of Minister, as well as the development of legal documents under the law that are relevant to the implementation of the law and the requirements of the reform of legal documents.
 - Promoted human resource development in the water sector, with a training course for officials, private water operators and operators on technical management and other essential skills such as mechanical and electrical skills and project management skills.
- 3.58** Beside the above achievement, the MISTI faced the following challenges:
- Water sources in some areas are polluted by wastewater from homes, services, agriculture, industry, etc.
 - Lack of water training and research centers.
 - Some of the tasks that delegated power to the sub-national level have not been completed smoothly due to lack of human resources, limited budget capacity and means of implementation.

3.4 Improving Gender Equity and Social Protection

- 3.59** The MOWA has made the following key achievements:
- According to the results of Cambodia Socio-Economic Survey Reports 2019/2020, the labor force participation rate for women aged 15-64 was 84.1%, and the rate of the women share of wage employment aged 15-64 divided by economic sector were as follow: 1. Women share of wages in agriculture sector 34.5%, 2. Women share of wages in industry sector 25.9% and 3. Women share of wages in the service sector 39.6%.
 - Organized and launched by the Women's Entrepreneurship Development Centre with a bold focus on entrepreneurship training, startups, research studies and strengthening of network of women entrepreneurs. Currently, the Women's Entrepreneurship Development Centre, in partnership with social entrepreneurs and training agencies, is implementing three programs: (1) supporting women

entrepreneurs in the development of business, as well as financial and digital knowledge; (2) The study on gender impact, especially women entrepreneurs as the owner or manager of the micro, small and medium-sized enterprises affected by the COVID-19 pandemic, to identify the specific support policies; (3) Project to promote the financial inclusiveness for women and entrepreneurship in partnership with the National Bank of Cambodia in four target provinces: Stung Treng, Kratie, Preah Vihear and Siem Reap, especially women in the community and women entrepreneurs.

- Organized capacity development on communication skills with private sectors and the use of information and technology systems for officials of the Women's Development Center and Provincial Department of Women's Affairs, as well as continued working on the capacity development for widows, poor women, girls who dropped out of school, and indigenous women in total of 16,425 people in hairdressing, cosmetics, tailoring, design, weaving and food processing and business skills.
- Coordinated the establishment and operation of the Cambodian Women Entrepreneurs Network (CamWen) to represent women entrepreneurs, comprised of representatives from four women's associations and groups in the business sector: 1. Cambodia Women Entrepreneurs Association (CWEA), 2. Young Entrepreneurs Association of Cambodia (YEAC), 3. Cambodia Association of Travel Agents (CATA), 4. Junior Chamber International Cambodia (JCI). Cambodian Women Entrepreneurs Network (CamWen) actively participated in the ASEAN Women Entrepreneurs Network, in which 43 Cambodian women entrepreneurs received the Outstanding ASEAN Women Entrepreneur Award.
- Signed a five-year memorandum of understanding (2019-2024) with Wedu Cambodia to implement a project on young women's leadership development.
- Strategies and training documents on positive parenting were developed and implemented in eight targeted provinces (Battambang, Siem Reap, Sihanoukville, Phnom Penh, Kandal, Ratanakiri, Prey Veng and Tbong Khmum).
- National and sub-national trainers have received training on outreach tools (level 1 and level 2), goal setting training tools and specialized tools (level 3) on positive parenting, and continued to disseminate to the communities.
- Operation of Nurseries Guidelines of the Ministry of Women's Affairs' have been developed and operated.
- The Action Plan to Prevent Child Marriage and Teenage Pregnancy has been piloted in Ratanakiri province and is being considered for expansion of implementation scope in other provinces (Monduliri).
- In collaboration with the Ministry of Education, Youth and Sports and four universities: the Royal University of Phnom Penh, the Royal University of Law and Economics, the Royal University of Agriculture and the University of Cambodia; Gender Corner has been developed and launched, as a part of the university's library and research.
- The National Committee for Promoting Social Morality and Women's Values and Khmer Family has paid attention to the promotion of social morality values and provides interventions to promote respect for human rights, women's rights, the rights of persons with disabilities and other rights in society.
- The Third National Action Plan on the Prevention of Violence against Women (2019-2023) was officially approved and implemented by the Royal Government, with the participation of all relevant partners at the national and sub-national levels.
- Signed a Memorandum of Understanding with the Bar Association of the Kingdom of Cambodia to establish cooperation in providing defense services to poor women and girls affected by violence and legal training for Cambodian National Council for Women officers, judicial officers and judicial police in the 25 capital and provinces. From 2019-2021, the Cambodian National Council for Women has expanded the legal assistance in the 25 capital and provinces by using the annual national budget and free of charge for 289 cases and provided legal defense service with 130 cases.

- One Stop Service Center to support victims of violence has been set up and is being piloted at two provincial hospitals in Kampong Cham and Stung Treng provinces.
- The 16-day White Ribbon campaign to end violence against women and girls has been organized for 41 times at both national and sub-national levels
- Samdech Techo Prime Minister encouraged the provision of legal assistance to poor women and girls affected by violence and rape through psychological counseling, defense services and other services in collaboration with the Bar Association of the Kingdom of Cambodia, using the annual state budget of 500 million riels to seek justice for the victims legally.
- Dissemination forums on prevention of domestic violence, sexual abuse, human trafficking, especially women and children, and exploitation, as well as prevention of drug use and trafficking at the village and commune levels were organized for 66 times.
- All ministries and institutions have paid attention to increase the number of female civil servants and to appoint women in positions and leadership structures at both the national and sub-national levels, subsequently increasing in accordance with the guidelines of the Ministry of Civil Services and following the 11 key recommendations of the Royal Government; the proportion of women in managerial positions in the public sector at both the national and sub-national levels (Director General, Director of Department, Chief of Bureau and Heads of Provincial Departments) increased from 13.25% to 14% by 2020. The number of female civil servants increased to 41% by 2020.
- National report on the progress of implementation of the 25th Beijing Declaration and Platform for Action on Promoting the Status of Women in Cambodia was prepared and submitted to the United Nations for consolidation into regional inputs.
- Gender Assessment in Cambodia 2021 was prepared and disseminated, providing key information and recommendations for stakeholders in identifying measures, policies, interventions and programs for gender mainstreaming and woman empowerment by sector.
- The draft National Policy on Gender Equality has been drafted and widely consulted with representatives of relevant ministries and institutions and stakeholders.
- The Neary Rattanak Strategic Plan - V 2019-2023 has been prepared and implemented for the Ministry and the Capital-Provincial Department of Women's Affairs.
- The Ministry of Women's Affairs has transferred three functions: 1) Management and collection of data on women and children at the local level, 2) Coordination, prevention and resolving of violence against women and children as well as trafficking in women and children, and 3) Education and dissemination of women and children rights to promote social morality and gender equality, and transferred a total of 274 officials (10 men) to the municipal, district and khan administration.
- The Cambodian National Council for Women, through the ministries and institutions, has developed the capacity to disseminate and promote the implementation of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) at the regional level, focusing on the implementation of national laws concerning women, national policies, and key recommendations of Samdech Techo Prime Minister and CEDAW Convention to professional officials at both national and sub-national levels.

3.60 Beside the above achievement, the MOWA faced the following challenges:

- The process of preparing and disseminating laws, policies, action plans and legal documents was not smoothly carried out as planned, and the annual budget resources for the work implementation of the Ministry and the Provincial Department of Women's Affairs was reduced, in both the state budget and development partner fund due to the COVID-19 outbreak.
- The acquisition of skills for women and girls, and the mindset of family and society in encouraging women to acquire knowledge and skills related to science, technology,

engineering, mathematics, and labor market demand as well as security related to the digital economy remain low.

- Gender inequality in the health sector remains a barrier for women, girls and women in vulnerable groups to access quality, safe and effective health care services at health facilities.
- Families and society still uphold a mindset and attitude that discriminates against women in leadership roles, which hinders the full participation of women in decision-making roles in both the public and political spheres.

3.61 The MOSVY has made the following key achievements:

- Implemented emergency programs in collaboration with the Cambodian Red Cross and other organizations to provide emergency assistance in the form of food and other materials to the victims of natural disasters, victims and vulnerable people, poor and homeless people, a total of 149,903 households.
- A total of 652,484 families of poor and vulnerable people by COVID-19 registered to receive services at a total cost of 1,407 billion Riels for an ease in their livelihood and health care.
- Established a post-closure cash social assistance program for people and their families who are living in poverty and families who are infected with COVID-19 and have difficulty living and families of people who died of COVID-19 in the event of February 20, 2021, effective from June 10, 2021. As of June 22, 2021, a total of 61,678 families received a total allowance of 15,833 million Riels.
- Organized a celebration to celebrate the 70th anniversary of International Children's Day on June 1 and the 18th anniversary of the World Day Against Child Labor on June 12 and Cambodian Children's Day 2019.
- Drafted and consulted the draft law on protection.
- Developed and implemented the National Policy on Child Protection System 2019-2029.
- Prepared the first report on the implementation of the Convention on the Rights of Persons with Disabilities and the evaluation report on the implementation of the National Strategic Plan on Disability 2014-2018 and developed the National Strategic Plan on Disability 2019-2023 and other relevant legal documents.
- Established working groups for persons with disabilities in ministries, institutions and councils for persons with disabilities in the capital and provinces and organize training courses and seminars to raise awareness about the Convention on the Rights of Persons with Disabilities, the National Strategic Plan on Disability.
- Provided vocational training to 207 people with disabilities on skills such as sewing clothes and bags, electronic, hairdressing, make-up and beautification, sculpture, agriculture, telephone repair and business and hygiene management skills.
- Provided a policy subsidy for 16,802 poor people with disabilities in the community according to 3 levels: Level 1 is 12-month support; Level 2 is 6-month support; and Level 3 is 3-month support; they are all provided with 20,000 Riels per month; accordingly Level 1 has 11,166 people and Level 2 has 5,636 people.
- Prepared and promulgated the National Policy on the Elderly 2017-2030.
- Issued a Prakas on the Conditions and Forms for Application for Permission to Establish an Elderly Support Center and a Prakas on Minimum Standards for the Establishment and Management of the Elderly Support Center.
- Organized the Cambodian and International Day of the Elderly on October 1 every year to promote the honor and dignity of the elderly.
- Established 1,646 elderly associations with a total of 294,440 members in the 25 capital and provinces.
- Established 1,023 Commune Veterans Community Development Committee with a total of 24,404 members, which has continuously helped to improve the lives of veterans and their families.
- Donated 4 billion KHR/year by the Royal Government of Cambodia to the Cambodian Veterans Association to be handed over to the members of the Cambodian Veterans Association who have died since 2016.

- Prepared social security system for 5,885 retired civil servants and 4,749 dependents and transferred control to the capital and provinces.
- Increased the monthly pension according to the level for retirees and civil servants with disabilities every year until 2021, the minimum monthly social security allowance of 640,000 Riels /month.
- Adjusted pensions for the disabled, retirees and armed forces with disabilities until 2021; the minimum pension was increased to KHR 640,000 /month.
- Provided 13,000 health care vouchers and 33,079 equity fund vouchers to veterans and their families.
- Cooperated with partner organizations to provide free quality rehabilitation services to 164,069 people with disabilities, including 113,797 medical rehabilitation services and 50,272 physical rehabilitation services and provided community services to people with disabilities, such as the repair of prosthetics and satellites, facilitation for people with disabilities to receive vocational training, examination and health care for a total of 16,459 people.
- Provided policy subsidies for health screening and health care to 17,879 poor people with disabilities in the community, each of whom received 30,000 KHR and built 21 houses for poor families with disabilities.
- Received 20,168 victims of drug abuse to stay in rehabilitation centers and integrated 19,815 people into communities.
- Implemented the sub-decree on the recruitment of persons with disabilities to work. Currently 3,095 people with disabilities are working in 43 ministries and 3,891 people with disabilities working in 102 private enterprises.
- Issued and adopted an inter-ministerial prakas on the conditions for the issuance of driving licenses for persons with disabilities, including a guidebook on legal aid for persons with disabilities.
- Opened a training course on technical standards, physical infrastructure to make easier accessibility for persons with disabilities.
- Inaugurated and introduced model slopes in 22 communes in 5 provinces and educational videos on technical standards, physical infrastructure, making it easy for people with disabilities.
- Provided social security fund to 102,555 disabled persons who are the former civil servants and their dependents and 102,668 veterans.
- Established a Mental Health Rehabilitation Center in Bakou village, Bakou commune, Kandal Stoeung district, Kandal province and officially inaugurated 2019.
- Rescued, educated mental health, consulted and took care of mental health of 5,771 homeless people. Beside these services, 2,216 homeless people received mental rehabilitation, vocational training, and were integrated into the communities.

3.62 Beside the above achievement, the MOSVY faced the following challenges:

- Awareness of the social protection system, such as the benefits and obligations of people to participate in each regime or program, is limited. Capacity building of officials is also a necessity that must be increased in line with the actual situation and needs.
- The spread of COVID-19 has caused serious damage to public health, society, economy and livelihood. Many unemployed people lose their income and fall into poverty, which is a heavy burden for the Royal Government to restore and improve the lives of the people, and
- In Cambodia, there are no specific data on orphans, vulnerable children and children with disabilities.

3.63 The MOP has made the following key achievements:

- Established a special committee to monitor the implementation of activity program of International Convention on Population and Development by a sub-decree dated 3 November 2021 chaired by Senior Minister of Planning and the MOP is creating the institutional mechanism to monitor and accelerate the implementing of the commitment after Nairobi Submit on International Convention on Population and Development, organized in 2019 in Nairobi, Kenya.

- Prepared a report on the demographic and gender dividend situation in Cambodia in 2021, which can be used as basis for preparing policies and programs related to population and development.
- Completed the monitoring and evaluation of the implementation of Action Plan 2019-2021, the second Action Plan of the National Population Policy 2016-2030 and continued to prepare the Action Plan 2022-2024, the third Action Plan of the National Population Policy 2016-2030.

3.64 Beside the above achievement, the MOP faced the following challenges:

- The institutional capacity is limited in integrating population issues and demographic dynamics into the sectoral development plans.
- The awareness on population and development is limited both at national and subnational level.
- Research study on the relationship between population with CSDGs is limited.
- Financial and human resource to continue the implementation of the NPP's Action Plan is limited.

IV. ECONOMIC DIVERSIFICATION

4.1 Improving the Logistics System and Enhancing Transport, Energy and Digital Connectivity

3.65 The MPWT has made the following key achievements:

- Formulating relevant draft laws such as Law On Ports Law On Inland Waterway Transport Law On Land Transportation Business Law On Wastewater and Sewer System, and formulated necessary legal documents such as Sub-Decree on Registration of Vehicle Identification Card and Equipping of Vehicle Identity License Plate Prakas on technical inspection of all types of vehicles, etc.
- Transformed and installed the National Institute of Public Works and Transport Technical Training into Techo Sen Institute of Public Works and Transport.
- Achieved data connection with the general department of customs and excise of Cambodia and the general department of taxation to strengthen public service reform.
- Launched public service centers in supermarkets in Phnom Penh such as Aeon mall, Aeon Sen Sok, Chipmong Noro mall and at the new ministry and at the heritage walk in Siem Reap.
- Developed and updated additional key features in the ROAD CARE Mobile App.
- Technical cooperation to develop Mobile App to understand the theory of driving and road traffic law, check vehicle information and driver's license for law enforcement officers.
- Developed a technology master plan for public works and transportation.
- Developed Road Information Management System.
- Construction of the third ring road with a length of 52,983 km from Sangkat Choam Chao, Khan Por Senchey, Phnom Penh to Dei Edth commune, Kien Svay district, Kandal province.
- Construction of 190.01 km expressway connecting Phnom Penh to Sihanoukville.
- Connect the Cambodia-Thailand Friendship Bridge (Stung Bot-Ban Nong leng) and construct the Stung Bot International Border Gate and the road connecting to National Road 5.
- Rehabilitation project of National Road No. 2 and No. 22 with a total length of 72.17 km.
- Project to build 11 road infrastructures in Preah Sihanouk province with a length of 59.16 km. And rehabilitate 6 canals with a length of 27.12 km.
- Project to build 38 road infrastructure with a total length of 108.74 km.

- Officially inaugurated the Cambodia-Japan Friendship Bridge Project (Chroy Changvar I), National Road 58 project, length 174.16 km, National Road 55 project, length 182.16 km, and Cambodia-China Friendship Bridge Project Stung Trang-Kroch Chhmar 1,131 meters long.
- Implementing cooperation financing projects funded by China, Japan, Republic of Korea, Thailand, ADB and World Bank.
- Study to improve wastewater and rainwater system in Stung Sen, Banlung, Pursat, Kratie, Stung Treng, Sen Monorom, Samrong, Serey Sophorn, Pailin and Chbar Morn.
- Work to improve the capacity of wastewater treatment plant (30,000 m³/day).
- Preparation of infrastructure to solve flood problems, excavation and rehabilitation of Ochheuteal canal, 16,000 m long.
- Construction of 650 mm x 800 mm reinforced concrete drainage on both sides of the road with a total length of 2,000 m on National Road 73 in Kratie Province.
- Construction of 800 mm diameter reinforced concrete sewer with a total length of 3,300 meters and 110 concrete blocks along National Road 60, Kampong Cham Province.
- Conducted 22 campaigns with the distribution of children's helmets, reflective stickers, and road traffic law books, etc.
- Inspected 3,285,118 overweight transport vehicles, of which 5,667 were fined.
- Inspection of 273,241 vehicles with technical defects (35,860 non-technical vehicles)
- Implemented overweight transport management system using AI Camera and Weight in Motion technology at 3 weighing stations (Prek Eang and Prek Sdey).
- Promoted the implementation of the agreement between Cambodia and Vietnam on water transport in 2009 through the establishment of a new international waterway, Koh Roka, Prey Veng province, as well as monitoring the coordination of entry and exit procedures at the border.
- Strengthened the quality of public services on boat registration and technical inspection, provide driver's licenses and other related services, and promote the development and management of shipyards.
- Construction of Inland Container Depot (ICD), Area D, size 28,000 m² and mixed pavement, container shell, special economic zone.
- Implemented the project to develop a new container terminal with a length of 350 m, water depth of 14.50 m (2019-2024), capable of carrying 5,000TEU container vessels and 60,000 DWT container vessels to dock-transfer.
- Expansion of infrastructure at LM17 container terminal, Phase 3.
- Developed additional multi-purpose satellite port along the river.
- Discounted services and package services for customers.

3.66 Beside the above achievement, the MPWT faces some challenges as follows:

- The COVID-19 pandemic affects the implementation of some projects.
- Lack of competent human resources in the sector to participate in the work.
- High levels of flooding occur frequently and heavy rainfall, affecting the quality of the road foundation.
- Overloading that causes road damage.
- Invasion of illegal roadside land along some national and provincial roads.
- There is no land reserved for the construction of wastewater treatment plant.
- Wastewater treatment stations in provincial capitals are still limited.
- There is not quality control on the construction laboratories.

3.67 The SSCA has made the following key achievements:

- Modernized satellite navigation (PBN) to all three international airports by reducing flight time and flight costs.
- Issued pilot licenses to 10 airlines in 2019, 10 airlines in 2020 and 9 airlines in 2021.

- Issued aircraft technical engineer licenses to 11 airlines in 2019, 12 airlines in 2020 and 2 airlines in 2021.
- Issued air traffic controller licenses to 6 airlines in 2019, 6 airlines in 2020 and 6 airlines in 2021.
- Updated Cambodian civil aviation security regulations (CCAR Part-17) as recommended by ICAO.
- Drafted a national air transport coordination program.
- Reviewed and revised the national security quality control program.
- Signed air service agreements and memoranda of understanding agreed in principle to the contents of the agreement with 47 countries for bilateral agreements.
- Signed ASEAN multilateral agreement on air transport and technical coordination related to the civil aviation sector, and waiting for the ratification by the National Assembly.
- Installed lightning detection sensors which are the assistance of Chinese civil aviation in 6 stations at Phnom Penh international airport, Siem Reap international airport, Sihanoukville international airport, Stung Treng airport and Koh Kong airport.
- Established and divided the area control center (ACC) into two centers to facilitate better management of air traffic flow and reduce the workload of air traffic controllers.
- Equipped with CCTV cameras and time recording machines to manage working hours and the presence of weather forecast officers at Phnom Penh, Siem Reap and Sihanoukville international airports.
- Developed the airport structure such as inspection, renovation of the taxiways and parking, etc.

**Table 3.15: Revenue from Air Navigation Services (overflight and landing)
(USD)**

Source	2019	2020	Semester 1, 2021
CATS	23,270,053	12,025,212	2,335,924
SCA	672,474	673,577	(*)

(*) In 2021, SCA transferred the budget to MEF

Source: SSCA

Table 3.16: New Airport Construction

Airport	Start	Complete	Construction Cost (USD)
New Phnom Penh	May 2019	May 2023	1,500,000,000
New Siem Reap	March 2020	October 2023	880,000,000
Darasakor	2017	June 2022	200,000,000

Source: SSCA

3.68 Beside the above achievement, the SSCA faced the following challenges:

- Although we have good lightning protection devices, climate change in the world, lightning issue is a challenge for navigation communication radios and surveillance.
- Human resource training in key technical skills (both in the country and overseas) was not organized and met the need of training plan due to the Covid-19 crisis.
- There was no clear and timely solution to the interference caused by radio FM broadcasting stations that enter the flight control frequency from the relevant ministries (the ministry of information, the ministry of posts and telecommunications).
- The next generation surveillance radio system called multilateration and ADSB ground station (MAGS) has not yet been included into Cambodia AIP.
- There is a lack of some technical regulations and legal standards in the field of civil aviation that require to be continuously reviewed, prepared and updated annually in accordance with the requirements of the International Civil Aviation

Organization(ICAO), all of those regulations including LEG, ORG, AIR, PEL, OPS, DGs, ANS, AIG and AGA.

- Overseas training that lasts longer than the duration of the budget principle (2 weeks, 4 weeks, 3 months, 6 months or up to 1 year) is not applicable as stated in the sub-decree on the assignment of the mission for only 9 nights and 10 days.
- There is a lack of equipment and technical materials for the operation of search and rescue services

3.69 The MME has made the following key achievements related to energy sector:

- Collaborated with development companies/partners to study the potential of 12 more hydroelectric power sources and wind power sources in 6 provinces (Monduliri, Kampot, Kampong Speu, Preah Sihanouk, Kep, and Kampong Chhnang), and to study on the potential and feasibility of importing LNG to fuel power generation in the future. Cooperation with the CHUGOKU EPCO in conducting the study of Cambodia's urgent Power Development Master Plans (PDP); currently, with the support from ADB, MME and Intelligent Energy System (IES) are conducting a long-term PDP to define the vision of power development (2021-2040).
- Reviewed and formulated the national energy efficiency policy (NEEP), and to implement the projects related to energy efficiency and conservation (EE&C).
- Prepared electrical technical standards, including (i) Networking and electrical safety standards in buildings and households, and the standards for energy efficiency labelling on electrical equipment, (ii) Technical guidelines on the production of medium and low voltage electrical poles, (iii) Technical guidelines for the use of location-oriented pole types, and (iv) Technical guidelines for the application of submerged electrical cables.
- Prepared laws and regulations on civilian nuclear energy.

3.70 Overall, by June 2021, the achievements in the development of production capacity, transmission, and distribution of electricity were achieved according to the following development goals:

- Development of power sources increased from 2,998.97 MW to 3896.77 MW, of which domestic electricity generation increased from 2,372.22 MW to 2916.02 MW, and electricity imports increased from 626.75 MW to 980.75 MW.
- The development of additional transmission lines and substations until mid-2021, Cambodia has 3,375.32 km of high voltage transmission lines and 46 substations covering 24 capitals and provinces, and there is only one province, Pailin, that does not have a substation.
- Development of 37,161 km of medium voltage transmission lines, 21,708 distribution transformers, and 40,592 km of low voltage transmission lines, covering 13,798 villages out of a total of 14,168 villages nationwide, accounting for 97.53%.
- By mid-2021, 2.91 million households out of a total of 3.59 million households, or 84.4% of the total households, already have access to the grid.
- Favorable electricity sale price for the housings consuming less than 10 kwh per month with 380 KHR per kwh, 11-50 kwh with 480 KHR per kwh and 51-200 kwh with 610 KHR per kwh and the electricity for agriculture from 9 pm to 7 am with 480 KHR per kwh; and schools, hospitals and health centers in the rural areas with 610 KHR per kwh. Expanding the distribution network to 349,858 rooms with low price for the employees and students in rented rooms.

Table 3.17: Energy Indicators

Indicators	Unit	2018	2019	2020		Semester 1, 2021
		Actual	Actual	Plan	Actual	
Delivered electricity	Million KWh	9,738.8	11,737.90	13,508.3	12,400.75	6,370.75

Index of electrified villages	%	86.85	94.08	97.39	97.39	97.53
Energy consumption per capita	KWh/cap	599	728.92	811.73	811.73	402.24
Index of connected households	%	72.16	77.87	81.06	81.06	84.40
Index of renewable energy utilization	%	49.46	48.52	45.24	45.24	39.87
Lengths of transmission lines (115kv/ 230kv, and 500kv)	Km	2,141	2,267.55	2,267.55	3 129.83	3,375.32
Preparation of technical standards and legal documents related to the management, security, safety, and security of radioactive substances and nuclear substances.	Document	–	–	1	1	1
Preparation of technical standards and legal documents related to electrical safety, energy efficiency policies, labelling, and energy management.	Document	–	–	1	1	1

Source: MME

3.71 Along with the remarkable progress highlighted above, the MME has been facing some major challenges as follows:

- The remaining 350 villages having no access to electricity, supply disruptions and fluctuation, quality of supply, and power outages, the unsolicited additional cost imposed on consumers, concerns regarding the accuracy of power meter and the problem of connecting electricity for business purpose.
- Awareness of civilian nuclear security and safety, including radiation, is still limited, which requires greater training and dissemination among relevant institutions and businesses.

3.72 The MPTC has made the following key achievements:

- Promoted and increased the availability of postal services more widely, with quality and reliability. In fact, the expansion of postal network has increased to 216 locations, (out of 94 branches in 2018), of which Cambodia Post has 57 branches and 51 private postal operators (with only 34 companies in 2018) provide express services with 108 registered branches in operation nationwide.

Table 3.18: Postal indicators and Implementation outcome for 2019-2021

Indicators	Unit	2019	2020	Semester 1, 2021
Rate of postal services users	person/year	0.0996	0.0927	0.1022
Services access circle	Km ² /office	1040	923	838

Source: MPTC

- Despite the spread of COVID-19 pandemic, the use of phone services, internet, and information and communication technology, has increased significantly as telecommunications infrastructure has been strengthened and expanded rapidly. In the rural areas, people can use 2G, 3G or 4G on their mobile phones. The 4th generation mobile network (4G) provided coverage to 92% of the population, and the 5th general mobile network (5G) has been put to test. As a result, two basic telecommunication service indicators as shown in the following table reflects the progress from 2019 to first semester of 2021.

Table 3.19: Total Phone and Internet Users Rate

Indicators	Unit	2019	2020	Semester 1, 2021
Total Phone Users Rate				
Mobile Phone	Per 100 Inhabitants	133,07	126,19	122,84
Fixed Phone	Per 100 Inhabitants	0,35	0,30	0,26
Total Internet Users Rate				
Mobile Internet	Per 100 Inhabitants	99,00	98,95	103,78
Fixed Internet	Per 100 Inhabitants	1,38	1,72	1,82

Source: MPTC

- The Information and Communication Technology sector was promoted by installing web servers, e-mail servers, and Internet address management servers, providing 23 web hosting services, 11 e-mail systems, 19 registered IP addresses for ministries and institutions. The Information and Communications Technology Security department responded to 169 cybersecurity Incident Reports, most of them from the Ministry and Institutions, Companies, Banks in Cambodia, and computer emergency response team from the region and around the world including Thailand, Spain, Finland, Cuba, Kazakhstan, Portugal, Japan, Russia, Estonia, the Philippines, Lithuania. Those incident reports have been classified into Distribute Denial of Service (DDoS) attacks, email and Facebook scams, online fraudulent websites (fraud) and "Emotet", "Avalanche" virus spread in Cambodia.

Table 3.20: ICT Sector Indicators and the Implementation Outcome of 2019-2021

Indicator	Unit	2019	2020	Semester 1, 2021
Issuance of licenses and certificates to ICT operators	Number	72	130	55
Connect and repair fiber optic cable to ministries and institutions	Kilometer	9.80	16.40	20.93

Source: MPTC

- Provided digital skills and digital literacy trainings for civil servants from various ministries and institutions in both national and sub-national level as well as awareness raising training on the advantages of using computer and smart devices for local officials and remote areas approximately 8,421 persons.
- Conducted research on digital technology such as Khmer natural language process (NPL) and Artificial Intelligence (AI), and contribute to promote digital innovation and the development of digital start-ups ecosystem such as organizing Digital Cambodia 2019 with approximately 30,000 public participation and 120 eminent national and international speakers, organizing Cambodia ICT Award every year with approximately 200 registered applications, organizing 2 Cambodia Women in Tech event with 150 women participants.
- Transformed National Institute of Posts, Telecommunications, and ICT to Cambodia Academy of Digital Technology, which is public administration institution under technical governance of the Ministry of Post and Telecommunication with the mission to lead, manage, develop education, training, research and development of digital technology (both technical and policy), as well as contribute to the promotion of entrepreneurship, digital start-up, and national innovation system.

Table 3.21: Indicators and Implementation Outcome on Capacity Building for 2019-2021

Indicator	Unit	2019	2020	Semester 1, 2021
Bachelor's Degree Training on Digital Technology Engineering	Person	400	470	510
Training on Digital Skill Essential	Person	3964	2613	1844
Research Project	Project	5	6	5
Entrepreneurship and Digital Innovation Promotion Program	Program	12	8	6

Source: MPTC

3.73 Beside the above achievement, the MPTC faced the following challenges:

- Insufficient and uncomprehensive policy, legal and regulatory framework.
- Frequent lockdowns to curb the spread of COVID-19 affected postal transport and delivery services.
- Telecommunication infrastructure does not yet cover the whole country. Plus, the quality of online services is still limited.
- Radio frequency interference is not completely controllable.
- The digital government system is silo and redundant. Furthermore, there is no integrated national nursery with the participation of all ministries and institutions for the exchange and sharing of data within the inter-institutional framework.
- Civil servants and student training have to deliver through distance-learning, which is occasionally challenging to access the laboratory for practical learning.

4.2 Development of Key and New Sources of Growth

3.74 The Council for the Development of Cambodia has accomplished the following major achievements related to the promotion of the Cambodian Industrial Development Policy (IDP) 2015-2025 implementation:

- Prepared a report on the progress of the IDP implementation for the year 2017-2018, which was approved by the Plenary Meeting of the Council of Ministers on August 14, 2020.
- Formulated, disseminated and trained the IDP Implementation Monitoring and Evaluation System.
- Has been preparing a Mid-Term Evaluation Report on the IDP implementation.
- Prepared a document on the progress by indicators and practical achievements of the implementation of the fourth key measure "Development and transformation of Sihanouk Province into a model Multi-Purpose Special Economic Zone" to promote the IDP implementation.
- Continued to promote and attract investment and has been developing new Draft Law on Investment and Draft Law on Special Economic Zones in accordance with the policy measures and action plans set forth in the IDP.
- Organized working visits to Poipet Municipality of Banteay Meanchey Province and Bavet Municipality of Svay Rieng Province, as well as meetings to review the outcomes of both working visits to promote the development of special economic zones in the border areas, address the challenges of investors and attract investors for further investment in border special economic zones.
- Has been developing a Draft Law on Special Economic Zones and has conducted studies on laws and regulations related to the development of special economic zones in ASEAN member states.
- Participated in the workshop of United Nations Industrial Development Organization (UNIDO) on the Implementation of Shenzhen Master Plan, and developed the preliminary Master Plan for the Transformation of Sihanouk Province into a Multi-Purpose Special Economic Zone.
- Registered 41 new investment projects in the Special Economic Zone in 2020, a decline of 58 projects compared with 2019 while the capital investment declined

about 776 million USD, a decline from 1,012 million USD in 2019 to 236 million USD in 2020.

3.75 The CIB/CDC has faced the following challenges:

- The outbreak of COVID-19 pandemic has critically affected numerous investment projects in industry and tourism sectors through the suspension of orders and purchases from countries that are Cambodian markets and travel restriction for tourists. These factors have led to a decrease in new investment activities in industry and tourism sectors, both in terms of the number of projects and investment capital in 2020. The prolonged epidemic outbreak has caused a large number of multinational corporations to face constraints in global supply chain, prompting them to begin rethinking and reorganizing their supply chain strategies. Thus, their revived focuses have been shifted from deploying global production chains to narrowing production bases closer to important markets. In the face of this changing global economic architecture, the Cambodian economy, which has been integrating into the global production chain, especially in the garment and apparel sector, may suffer from a decline in efficiency-seeking FDI that Cambodia has enjoyed in the past.
- Shipping and logistics as well as electricity costs in Cambodia remain at a higher level compared to the neighboring countries; meanwhile, rising shipping costs through sea freight in 2021 could have a negative impact on Cambodia's business and investment climate.
- Lack of local raw material supply enterprises continues to be a challenge in attracting investment from large foreign manufacturing enterprises, which generally require production partners and supply of local production inputs to reduce the raw materials import costs.
- The introduction of preferential policies related to the promotion and fostering of investment by neighboring countries in the region may affect Cambodia's competitiveness, etc.

3.76 In 2019, Cambodia recorded a total of 17.91 million tourist related travels generating a total of 4,419 million dollars while employing 630,000 jobs. However, the figure dropped in 2020 due to the COVID-19 pandemic travel restrictions. Travel packages like the Southeast Corridor Cooperation (Cambodia, Thailand and Vietnam) and Triangle Cooperation (Cambodia, Laos and Vietnam) are underway to expand the tourism sector. Along with it, Siem Reap Tourism Masterplan 2021-2035, Kep Tourism Masterplan, Monduliri Tourism Masterplan and National Ecotourism Policy 2019-2030 has been approved. Accordingly, laws to strengthen quality and standards of services and tourist safety and security are ensured through effective implementation of collaborations with Pacific Asia Travel Association (PATA) and improving ASEAN standards on tourism via the Tourism Strategic Human Resource Development 2017-2025 guidelines. Multiple entry visas are granted to visitors and the government actively participating in tourist fairs in Europe, Japan, Russia, Middle East, Korea to marketing Cambodia as a tourist destination.

Table 3.22: Key Indicators for Tourism Sector 2019-2021

Indicators	2019	2020	Semester 1, 2021
International Tourists (millions)	6.6	1.31	0.14
Domestic Tourists (millions)	11.3	7.23	1.70
Accommodations (room)	84,528	80,219	80,219
Tourism Direct Jobs	630,000	300,000	25,000
International Tourism Receipts (US\$)	4,919	1,023	180

Source: MOT

3.77 Beside the above achievement, the MOT faced the following challenges:

- Investment into new tourism products are limited such as infrastructure like good roads, ports, airports, tourist attractions.

- Lack of proper sewerage reservoirs, septic tanks, toilets and sewerage systems with some directly flowing into the rivers.
- Overcrowded roads causing traffic congestion infrastructure.
- Limited human resources (trainings and skills) to handle good tourism.
- Promoting China Ready for tourism operators as well as the Chinese tourists is limited.
- Lack of mechanisms to promote the implementation of systematic service quality improvement, standardization and implementation of codes of conduct and professional ethics.
- The effect of COVID-19 pandemic could undermine the tourism structure including (food service, travel, accommodation and tour guides), marketing and tourism promotion, in which tour operators, travel agencies are paid for work and require refresher courses.
- Lack of well-trained (language and cultural skills) tourist police at key tourist destinations.

3.78 The MME has made the following achievements related to petroleum sector:

- Law on Management of Petroleum and Petroleum Products.
- Prakas on Safety Technical Regulation of LPG Storage for Sale and Safety Technical Regulation of Lubricant Storage for Sale and Replacement to Vehicles.
- Prakas on Procedure of Safety Technical Management of LPG Storage for Sale and Lubricant Storage for Sale and Replacement to Vehicles.
- Petroleum Production from Block A: 288,365,000 barrels by June 2021.
- Promoted the social and environmental responsibility of the company signing the petroleum agreements by continuously implementing annually 3 projects and inspected the activities in petroleum sector at gas stations in the capital and provinces.

Table 3.23: Non-tax Revenue from Petroleum Sector

No	Indicator	Unit	2019	2020	Semester 1, 2021
1	Non-tax revenue from petroleum sector	million KHR	7,934	12,861	1,070

Source: MME

3.79 The breakout of COVID-19 since 2019 resulted in the slowdown of the drafting of National Policy on Petroleum 2020-2030 as well as the petroleum production in Block A. Whilst the announcement of bankrupt of Block A's operator halted the operation of petroleum production, and still awaiting the arrival of the new investors.

3.80 The MOC has made the following key achievements:

- Develop Products Diversification: (1) Published the “National Policy of Cassava 2020-2025”, draft Prakas on establishment of inter-institutions working group to monitor and evaluate the implementation of the policy; (2) Drafted policy of pepper and cashew nut; (3) Promote Halal product of Cambodia through providing license to private sector to use for their products; (4) Conducted forum on “Development of Cambodia’s Agri-Business”, business, investment and tourism forum, participate in preparing “Trade Inclusion Strategy for Cambodia”; (5) Facilitated and established the Cambodia Pottery Development Centre (Kampong Chhnang Province), prepare to establish Cambodia Silver-Copper Sculpture Development Centre (Kandal Province) and Cambodia Stone Carving Development Centre (Pursat Province); (6) Did research and collect potential products data (mango – keoromeat and banana in Battambang, rice powder and lemongrass leaves tea in BanteyMeanChey, salt, kampot fish sauce, pineapple in Stung Treng, Koh Kong and Preach Sihanouk province).

- Develop Export Market Diversification: (1) Conducted the forum to enhance trade and investment from abroad, cooperate with trade partners through cooperation and discussion between related stakeholders; (2) Prepared and establish “Cambodia Private Trade Centre” abroad (Heining, Guangzhou, XI’an, Hong Kong, Yuan Tai, Kunming, Hainan, Xiaoming and Qintu); (3) Participated in trade events to establish “Cambodia Private Trade Centre” abroad; (4) Established more trade counselor abroad.

3.81 The MCFA has made the following key achievements:

- Renovated infrastructure and improving the beauty of cultural heritage sites in order to enhance tourist attractiveness and to ensure sustainable development in cultural heritage sites such as Angkor Archaeological Park, Preah Vihear Temple site, Sambor Prei Kuk Temple site, national museum, Asian Traditional Textiles Museum, Preah Norodom Sihanouk-Angkor Museum, Angkor Ceramic Museum at Tani Village, etc.
- Performed 17 new performing arts and produced and promoted the production of 889 domestic movies and organized important events and programs to support and promote the stakeholders in the private sector and CSOs to actively play their roles in the cultural and economic creativity industry through creating new cultural goods and services.
- Developed human resource in the field of arts and culture 12,249 persons to develop knowledge, skill and job creation in culture in order to contribute to socio-economic development and poverty reduction.
- Welcomed 5,380,056 tourists to the world heritage archaeological parks and cultural sites with 3,723,837 international tourists and 3,961,700 tourists who paid the entrance fee.

4.3 Preparing for Digital Economy and Fourth Industrial Revolution

3.82 The RGC has established Digital Government Committee, which MPTC plays core roles in developing the digital government such as developing a single digital infrastructure; managing a single technological platform; defining technical standard, software, hardware, and digital security and organizing training on digital skill; and accelerating the digital socio-economic revolution to deliver better services to promote life quality and creditability of the people by emphasising on connecting and modernizing the digital connection infrastructure network and developing information technology system for public services, facilitating work performance as well as public institutions, businesses, education and communication in everyday life.

3.83 The Khmer Content and Digital System is limited to respond to the revolution of the technology and the use of digital technology in the rural areas. In general, the digital security is not adequate particularly for the users while digital infrastructure is not secured with the possible accidents at line ministries, private sector and the people.

3.84 The MOC has made the following key achievements:

- Develop Trade Related Policy and Regulation: (1) Created and published the “E-Commerce Law”, participate in compiling “Law on the Approval of the ASEAN Agreement on E-Commerce”; (2) Implemented the secure transaction system (www.setfo.gov.kh) and link with e-payment system
- Develop Entrepreneurship and Business Practice: (1) Prepared Prakas on establishment technical working group of agri-business value chain between Ministry of Commerce and Yamato Green Company; (2) Promoted about the usefulness of establishing trade association, related regulation and practice; (3) Encouraged traders to strengthen their capacity in all relevant transactions, especially in using technology, to reap out the benefits of trading in the digital economy

3.85 The main challenge in implementing the above tasks is that the capacity of some officials is still limited in applying the technical skills of their work to meet the operation of the global economy, including the context of the digital economy, industrial revolution 4.0 and other status of globalization.

3.86 The MISTI has made the following key achievements:

- Established the "**National Council of Science, Technology, and Innovation**", in which the Science, Technology, and Innovation Advisory Council will become an effective leadership and orientation mechanism and become an important intellectual resource to accelerate the development of science, technology, and innovation in Cambodia;
- Prepared a draft roadmap for Science, Technology, and Innovation (STI) of Cambodia 2030;
- Drafted a handbook on "Mechanisms for Monitoring and Evaluating the Implementation of Science, Technology and Innovation Policy (STI);
- Drafted the science and technology human resource database working at ministries, institution, chamber of commerce, private sector, public institutions, association and NGOs;
- Developed a digital transformation project on the Ministry of Industry, Science, Technology and Innovation (MISTI Single Portal) portal and developed the MISTI online approval system;
- Strengthened the work of metrology on the implementation of laws and technical regulations to be strong and accurate to ensure the benefits between suppliers and consumers of products and build trust in the use of metrology tools in business activities and other sectors also support the operation of production chains, businesses, and services to operate with confidence in products and strengthened cooperation with other countries and national and international organizations to promote the field of metrology to play a leading role in forecasting, testing, analyzing, approving, and monitoring metrology equipment.

3.87 Beside the above achievement, the MISTI faced the following challenges:

- Tasks that delegated to the sub-national levels have not been completed smoothly due to lack of human resources and limited budget capacity for implementation.
- The understanding of traders, artisans, service providers are still limited in relation to the Ministry's professional fields of standardization.
- Access to finance to enhance the capacity of small and medium enterprises and handicrafts remains a problem.
- Cooperation between inter-ministerial institutions and local authorities in sharing information and data on some work is still limited.

3.88 Major national and international events are widely covered by the state media, including the royal activities of the king, the activities of the leaders of the Senate, the National Assembly and the head of the Royal Government, as well as the activities of the leaders of all institutions, ministries, national organizations and international organizations who have been worked in all fields for the people throughout the country to enhance the prestige of the Kingdom of Cambodia. About 85% of the Cambodian people in the country have access to quality and equitable information, education and entertainment services through various means such as television, radio, print media and other means as far as the people can afford. The Draft Law on Access to information in 2014 was approved in 2020.

Table 3.24: Indicators in Information Sector 2019-2021

Indicators	Unit	2019	2020	2021
A. State Media				
1. National Television of Cambodia (TVK)				
- Central station	No	1	1	1

- Provincial station	No	9	9	9
2. State radio (National Radio of Cambodia)				
- Central station (AM)	No	3	3	3
- Provincial station (FM)	No	23	23	23
3. Agnese Kampuchea Press (AKP)	Organization	1	1	1
b. Private Media				
1. Private TV	No	20	20	20
2. Cable TV station (PP)	Organization	2	2	2
3. Provincial cable TV	Organization	210	212	212
4. Private radio station (PP)	No	79	79	79
5. Provincial private radio station	No	137	139	141
6. Digital TV	No	11	12	12
7. OTT TV	No	7	7	7
8. Satellite TV	No	2	2	2
9. Print media (Newspaper, Bulletin, Magazine in Khmer and foreign languages)	Organization	653	668	670
10. Website and online TV	Organization	315	669	716
11. Printing house	Organization	138	136	136
12. Journalists' association	Organization	40	51	50
13. Foreign news agencies in Cambodia	Organization	21	24	26
14. Advertising agency	No	0	1	1

Source: Ministry of Information

3.89 Beside the above achievement, the Ministry of Information faced the following challenges:

- Approximately 15% of people have not yet got or very limited access, especially the poor who have been living in remote areas.
- The plan to develop legal documents (sub-decrees, laws) for the management of the information and audio-visual sector is still in research assessment process.
- The construction of new radio and television stations at the sub-national level has been slow due to the contribution of some target provinces, lack of ownership in land locating and lack of funds to build the basic infrastructure needs for the construction of radio and television stations.
- The expansion of institutional capacity in leadership, management and professional work may face some difficulties in the next 2 years, when a large number of management and skillful officers have to retire, while their successor officers have insufficient experiences, especially in the sub-national media.
- The basic technical equipment for the state media (National Radio of Cambodia, National Television of Cambodia and Agnese Kampuchea Press) has reached the stage of change and modernization, especially the preparation for the transition from analog to digital technology in response to the transformation project of ASEAN and the world.

4.4 Promoting Development of Banking and Financial Sector

3.90 The NBC has succeeded in maintaining the low inflation rate around 3% and exchange rate 4,078 riels per 1 USD between 2019 and first semester 2021. The NBC has implemented tools of monetary and exchange rate policy including reserve requirement, open market operation (negotiable certificate of deposits - NCD and liquidity-providing

collateralized operation – LPCO), and foreign exchange intervention. Since April 2020, the reserve requirement rates for KHR and USD were reduced from 8% and 12.5% respectively to 7% for both currencies, in order to provide more liquidity to banking and financial institutions during the COVID-19 pandemic. The NCD is a tool to foster the development of interbank market and to serve as the means for banking and financial institutions to manage their excess liquidity.

3.91 As of the first semester of 2021, outstanding NCD denominated in KHR is approximately KHR 471 billion and NCD denominated in USD at USD 3.7 billion. LPCO, firstly introduced in 2016, aims to continue the expansion of the underdeveloped interbank market, enhance liquidity management of banking and financial institutions, and promote the use of KHR. The LPCO is an auction process that allows banks and MFIs to bid for KHR liquidity amount within allotment set by the NBC with variety of maturities (such as 91 days, 182 days, and 364 days). So far, this facility has provided KHR liquidity to 28 banks and MFIs with the outstanding amount of KHR 3.6 trillion. Besides, the NBC intervenes in the foreign exchange market to help stabilizing the exchange rate of Khmer riels against the US dollar in the market through a net sale of USD 48 million and USD 210 million respectively in the first semester of 2021 and 2020 as well as a net sale of USD 1.3 billion in 2019.

3.92 The NBC has improved the compliance with Basel standards for affective Banking Supervision, especially on the overall risk management. Several regulations related to the Capital framework, particularly regulatory capital, credit risk, market risk and operational risk, have been reviewed and the revisions of those regulations are on track. The NBC has initiated the preparation of National Financial Inclusion Strategy (NFIS) 2019-2025 that was adopted by the Council of Ministers in the Plenary Session on July 12, 2019, and signed by Samdech Akka Moha Sena Padei Techo HUN SEN, the Prime Minister of the Kingdom of Cambodia, on August 19, 2019. The NFIS 2019-2025 identified 115 action plans by categorizing into implementation stages (Short, Medium, and Long-term) with clear segregation of duties to responsible ministries in pursuit of ensuring effective implementation and successful result.

3.93 The National Bank of Cambodia (NBC) officially launched the Bakong system as a backbone payment system and Retail Pay system to facilitate electronic fund transfer and payment across banking and financial institutions. The Cambodian Shared Switch system (CSS) is being soft launched to facilitate cross-institutional transactions using debit cards at ATMs and POS terminals. In addition, KHQR code which is the standard QR code for payment in Cambodia has also been developed and implemented by banking and financial institutions to facilitate interoperable QR code payment in line with market demand and the advancement of financial technology and to support the implementation of cross border payment connectivity with other countries in the regions. Within the region, the National Bank of Cambodia officially launched cross border QR code payment between Cambodia and Thailand. Furthermore, cross border remittance via Bakong between Cambodia and Malaysia was recently launched under the collaboration between the National Bank of Cambodia and May Bank.

3.94 Cambodia Financial Intelligence Unit (CAFIU) has improved and implemented the law and regulations on Anti-Money Laundering and Combating Financing of Terrorism namely: (i) the promulgation of Law on Anti-Money Laundering and Combating Financing of Terrorism in 2020, (ii) the issuance of Directive on Customer Due Diligence Measures in 2021, (iii) launching Risk-Based Supervision tool for Commercial Bank in 2019 and Risk-Based Supervision tool for Microfinance Deposit-Taking Institutions and Payment Service Providers in 2020. CAFIU has signed the Memorandum of Understanding on exchange information with domestic authorities including Ministry of Post and Telecommunications, Ministry of Tourism, National Authority for Combating Drugs, Ministry of Foreign Affairs and International Cooperation, General Department of Watery and Maritime Transport and Ports, Department of Land Transport of Ministry of Public Works; Phnom Penh Water Supply Authority, Ministry of Agricultural Forestry and Fisheries and with Foreign Financial Intelligence

Units including Financial Intelligence of Madagascar, Nigeria, New Zealand, India, Senegal, Brazil, and Estonia.

Table 3.25: Achievement Indicators by Banking Sector, 2019-2021

No	Indicators	Unit	2019	2020	Semester 1, 2021
1	Reserves in KHR	%	8	7 (April onwards)	7
2	Reserve in US\$	%	12.5	7 (April onwards)	7
3	NCD in KHR	Billion KHR	254	357	471
4	NCD in US\$	Billion US\$	2.7	4.3	3.7
5	LPCO	Trillion KHR	3.9	3.9	3.8
6	FX Interventions	Million US\$	1,324	(210)	(48)
7	Inflation (% change over year)	%	1.9	2.9	3
8	Riel / US\$ parity (average)		4.061	4,090	4,084

Source: NBC

Table 3.26: Indicators by Banking Sector and Achievement of the Implementation 2019-2021

No	Indicators	Unit	2019	2020	Semester 1, 2021
1	Asset	Trillion KHR	172.10	203.48	221.79
2	Loan to Customers*	Trillion KHR	102.07	125.01	137.24
3	Deposit from Customers**	Trillion KHR	103.56	121.25	130.84
4	Paid-up Capital	Trillion KHR	19.63	21.72	24.08
5	Deposit in KHR***	Trillion KHR	7.51	9.55	16.00
6	Deposit in Foreign Currencies***	Trillion KHR	96.05	111.70	126.25
7	Liquidity Coverage Ratio (LCR)	%	155.8%	161.3%	160.5%
8	Solvency Ratio	%	24.0%	23.2%	24.3%
9	Non-performing Loan Ratio (NPLs)	%	2.0%	2.1%	2.5%

Source: NBC

* Loans to Customers (excludes loans to non-resident customers, and excludes loans to banks and OFIs)

**Deposits from Customers (excludes deposits from banks and OFIs)

***Deposits (includes deposits from banks and OFIs)

Table 3.27: Indicators by Microfinance Sector and Achievement of the Implementation 2019-2021

No	Indicators	Unit	2019	2020	Semester 1, 2021
1	Asset	Trillion KHR	35.89	34.29	37.01
2	Loan to Customers*	Trillion KHR	29.36	27.53	30.79
3	Deposit from Customers**	Trillion KHR	15.39	14.47	15.89
4	Paid-up Capital	Trillion KHR	3.47	3.66	4.12
5	Deposit in KHR***	Trillion KHR	2.02	1.67	1.76
6	Deposit in Foreign Currencies***	Trillion KHR	13.36	12.81	14.13
7	Liquidity Coverage Ratio (LCR)	%	178.1%	240.4%	172.1%
8	Solvency Ratio	%	19.0%	22.4%	23.5%
9	Non-performing Loan Ratio (NPLs)	%	0.8%	1.8%	2.3%

Source: NBC

3.95 High dollarization still poses as a challenge for stabilizing price and exchange rate in Cambodia. Although the use of riels has been increasing over the past years, the degree of dollarization remains high and stagnant, given the robust growth in the use of foreign

currency, particularly in US dollar. Due to the limited experience in the special resolution, the NBC has relied on the technical assistance from the IMF and World Bank to train and assist the staff to draft the law on special resolution. The COVID-19 pandemic has delayed the training and consultation which slower the progress of drafting the law.

V. PRIVATE SECTOR AND JOB DEVELOPMENT

5.1 Labour Market Development

3.96 The MOLVT has made the following key achievements:

- Introduced Labor and Vocational Training Strategic Development Pan 2019-2023 and continued to implement related policy frameworks such as IDP 2015-2025, CSDGs 2016-2030, National Policy on Employment and Job 2015-2025, National Policy on Social Protection 2016-2025, ILO's Decent Work Program 2019-2023, Policy on Migration Labor in Cambodia 2019-2023, and National Plan Combating Child Labor and Eliminating all Severe Forms of Child Labor 2016-2025.
- Successfully implemented the 10 recommendations of the Samdech Prime Minister set in the speech while meeting with the factory workers by making the employment rate reach 99.3%. In addition to domestic work, the ministry has made efforts to strengthen and expand its cooperation with other countries to make job market overseas; so far there are approximately 1.3 million workers working overseas and 3 billion USD remittance was sent back to Cambodia. Meanwhile, the minimum wage increased from 182 USD per month in 2019 to 190 USD per month in 2020 and 192 USD per month in 2021 with other benefits, each worker can get monthly wage of 209 USD to 220 USD.
- Enforced Law on Labor, related legal documents, a single inspection to reduce the burden of the factory or enterprise owners and ensure the effectiveness and compliance with the law and inter-ministerial inspection working group jointly inspected 1 time per year and continued to improve working condition, security, and work health, especially focusing on risks related to the core of the working condition, security, and work health such as minimum rescue services, breastfeeding rooms, and canteens at the industrial zones.
- Strengthened the mechanism for resolving work conflicts, strikes and demonstration through the committee for resolving all forms of strikes and demonstrations and cooperated with relevant organizations, employers, unions, and CSOs to develop social harmonization and vocational relation and promoting rights and freedoms of the vocational organizations and the work conflict rate resolved achieved 80% per year.
- Participated in successfully implementing the RGC's budget by delivering the subsidy to the employees in textile, garment, footwear, travel products and bags, and tourism who were suspended from work due to COVID-19 pandemic and coordinated and participated in the COVID-19 vaccination campaigns for the people, especially the employees in the factories and enterprises about 590,000 workers. The ministry has strengthened the health measures and working conditions and improved sanitation, security, and work health measures at the factories and enterprises and strengthened the awareness of the COVID-19 impacts to contribute to reduce the infection among the employees so that the factories and enterprises can be operated normally ensuring the sustainability of the business and production and reducing the unemployment and employees' income.
- Created a working group to solve the COVID-19 pandemic at factories and enterprises in the capital and provinces in labor and vocational training sector by setting the criteria in suspending and reopening the business/production activities with administration measures. In addition, the ministry also released the necessary measures for reopening the factories and enterprises by applying the health measures to prevent the COVID-19 pandemic and assessed the risks of the

suspension of the business/production activities of the factories and enterprises as a whole or some parts.

- Strengthened and expanded the “Job Forum” mechanism by organizing Job Exhibition and Labor Recruit Forum at the national and sub-national level 109 times and expanded job offering services in the whole countries by expanding the services up to 14 job centers and 3 mobile job centers and the increase in the use of IT in delivering services, effectiveness and quality of the service delivery.
- Prepare a new Law on Social Security Fund in 2019, expanding wider coverage, ensuring consistency and equity between the public officials and employees and strengthened the implementation of the social security fund by registering the high-risk work for 2.4 million employees, officials, retired officials, and veterans (1.5 million females). The ministry also continued to provide free of charge treatment to 2.6 members (1.6 females) and service users increased to 8,098,040 times/person and spent 1,000.41 billion KHR and is preparing to operate the implementation of the pension in the social security fund in the near future.

3.97 Beside the above achievement, the MOLVT faced the following challenges:

- Implementation to union rights and freedom opposite from terms of union and provision in force and the existing regulations incompliance with the Law on Union that cause disputes leading to illegal demonstration and do not fulfill the obligations in laying off the employees who are the protected persons.
- Training employees and employers about work understanding, labor rights, Labor Law, Union Law and relevant legal regulations is still limited.
- The COVID-19 pandemic caused impacts on production chain and the protests turned to strikes or demonstration to bargain for wages and other benefits caused by the cancellation of the purchase order, work suspension, reduced number of employees, or closure and the employees registered and paid the contribution for risk and health care declined.
- The current minimum wage covers only textile, garment and footwear requiring additional study to expand the coverage and complicated economic analysis and using more resources and there is no tool or mechanism to monitor and evaluate the change of the minimum wage in Cambodia.
- Lack of management and providing legal documents to labor, procedures, and preparation of forms to send the labor to work long time overseas and the roles of the private recruiting agencies are limited requiring more attention in implementing the Policy on Labor Migration in Cambodia.
- Awareness on Prakas and regulations of the Cambodian workers, foreigners, employers, managers, and administration staff at factories and enterprises is limited in filling up the registration in automatic registration system and the use of foreign labor.

5.2 Promoting Small and Medium Enterprise and Entrepreneurship

3.98 The MISTI has made the following key achievements related to SMEs:

- Small and medium enterprises and handicrafts are under the control of the Ministry, a total of 43,082 bases with a total labor force of 428 thousand.
- implemented tax incentives for small and medium enterprises and credit incentives through the SME Bank and lending rate reform for the sector, and is continuing to implement them carefully
- Continued to delegate power to municipalities, districts, provinces and the Department of Industry, Science, Technology and Innovation to be more effective in managing local enterprises, factories, handicrafts of all kinds in accordance with the laws in force
- Continued to pay more attention and strive to provide good public services to businesses quickly and transparently, turning to online practice to the maximum

- Completed the draft policy to encourage small and medium enterprises and handicrafts, divided into three categories: technical, financial, and marketing.
- Continued piloting the establishment of small and medium enterprise eco-parks in Kandal province and two more in Kampong Cham and Kampong Chhnang provinces under the theme "One Province One Small and Medium Enterprise and Handicraft (SMEH) Park" through Mekong-Langchang cooperation

3.99 Beside the above achievement, the MISTI faced the following challenges:

- Affected by the crisis of the global pandemic Covid-19, the promotion of factories, the establishment of new factories, and plant bases of small and medium enterprises and handicrafts have faced unprecedented numbers.
- Lack of human resources, especially in the development of information technology methods for setting up the Key Single Portal online system in online registration and other services of the Ministry
- One window services or one-roof mechanism for data collection and registration of small and medium enterprises and handicrafts is not yet fully operational, requires time and involvement of
- Small and medium enterprises and handicrafts are not yet concentrated and mechanisms for providing and receiving information on small and medium enterprises and handicrafts are limited.
- Access to finance to enhance the capacity of small and medium enterprises and handicrafts remains a problem.

3.100 In order to take part in the priority policy implementation of the Royal Government of Cambodia in attracting investment to establish Small and Medium Enterprise (SMEs) clusters, the Council for the Development of Cambodia (CDC) has implemented the following main activities:

- Has been taking into account the offer of investment incentives for the establishment of Small and Medium Enterprise (SMEs) clusters in priority sectors as designated by the new Draft Law on Investment.
- Organized a workshop on the connection between foreign direct investment companies and small and medium enterprises (SMEs) in Cambodia under the collaboration with the International Finance Corporation (IFC).
- Participated in the dissemination workshop on the Tax Incentives for Qualifying SMEs Operating in Defined Priority Sectors.
- Participated in the exchange meeting on "Organizing SME Cluster".

3.101 The MOC has made the following key achievements:

- Research and Trade Training Development: (1) Conducted the national training courses on business risk management and business standard condition; (2) Conducted training at the sub-national level on market search, geographical indication, agricultural products export-import procedures, the use of intellectual property rights, legal representatives to apply export-import documents, contracted agricultural production, trade facilitation in Cambodia; (3) Preliminary research on banana plantation, cashew nut, publish research articles (Factsheet) related to tariff barriers and non-tariff barriers on potential export products, do research on "Public Private Partnership for Social Goods", participate in research action of "Trade Strategy to Maximize Benefits from Implementing the Cambodia's Free Trade Agreement".
- Develop Trade Activities in Provinces: (1) Disseminated and promoted new ideas to expand trade activities, such as promoting One Village One Product (OVOP), promoting the production of organic product to meet market demand, promoting the development of SMEs, doing research on potential product; (2) Gave advice and

consulting related to business registration, service and doing trade; (3) Promote the weekend market to display and sell organic vegetables, chickens, eggs, high quality rice and other agricultural crops; (4) Participated in public forum to collect requests from citizens and traders related to the trade sector in order to provide timely solutions; (5) Disseminated information on market needs, especially agricultural products, which are the needs of the local and international markets; this is to guide farmers to make the right decision to grow, avoid falling prices and no demand product; (6) Trained farmers on business knowledge and how to record activities (Farmer Diary) to the members of the production team; (7) Organized clusters (collectors, producers, service providers) on chicken, cassava, vegetables and other products with a link between buyers and sellers (B2B), between products and services (B2S); (8) Trade related activities awareness such as how to select and display food, guide traders to sell good quality products with the right labels and in compliance with the existing regulations; (9) Facilitate with the line of credit (LC) as a loan provided by the Rural Development Bank to expand production and trade activities.

- Gender and Trade Sector: (1) Provide training and outreach courses to provide ideas and change negative attitudes that discriminate against women and girls, prevent inactive activities that lead to lack of progression in society and respect to human rights; (2) Gender mainstreaming in trade through conducting trade related seminar, especially on woman as entrepreneur; (3) Develop a strategic plan for gender mainstreaming in trade 2021-2025.

3.102 Beside the above achievements, the challenge for the MOC is the level of understanding of gender concepts and the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) in the field of trade among officials, business persons and traders is still limited, production capacity and services of the SME enterprises are limited in quantity and quality.

5.3 Arrangement and Implementation of Public Private Partnership

3.103 The MOC has made the following key achievements:

- Strengthening the development of the private sector: (1) Prepared a sub-decree on the recognition of members of Chamber of Commerce in Pursat, Banteay Meanchey, Preah Sihanouk, Koh Kong, Kratie, Stung Treng, Ratanakiri and Siem Reap-Oddar Meanchey provinces; (2) Prepared Prakas on the recognition of executive office of Chamber of Commerce in Kampong Speu, Preah Sihanouk province and Kandal-Kampong Chhnang Provinces and Prakas on the recognition of Federation President, Board Directors and Members of Board of Directors of the 3rd mandate of Cambodian Rice Federation (CRF); (3) Prepared a draft Prakas on establishment of executive committee and board election working group of Kampot Pepper Promotion Association (KPPA).
- Strengthen and expand trade facilitation: (1) Prepared a Prakas on the public services of the Ministry of Commerce to reduce public services cost that is to promote trade facilitation; (2) Delegated to the border provincial department of commerce in order to issue certificates of origin form (D) for agricultural products; (3) Linked the automation system for the Certificate of Origin with the bank for electronic payment (E-Payment); (4) Trained legal representatives to apply documents for export-import; (5) Regularly monitored and evaluated the effectiveness of practicing trade facilitation for the private sector.

5.4 Enhancing Competition

3.104 The MOC has made the following key achievements:

- Competition and Consumer Protection: (1) Prepared and participate in drafting competition law and the ASEAN Competition Policy; (2) Regularly monitored, evaluated and coordinated on issues related to unfair competition.

- Strengthen trade dispute resolution mechanisms: (1) Coordinated and resolve as basis the commercial disputes; (2) Cooperated with the National Centre for Trade Arbitration and enhance the operation of trade court in order to ensure fair trade resolution and fair competition.

3.105 The main challenge for the MOC is the cooperation between relevant institutions is limited (trade facilitation, food safety and consumer protection, etc.), and lead to ineffective implementation of policies, laws and regulations).

VI. INCLUSIVE AND SUSTAINABLE DEVELOPMENT

6.1 Promotion of Agriculture Sector and Rural Development

3.106 The Council for the Development of Cambodia (CDC) has implemented the following key activities to boost the processing industry by promoting investment in potential agri-processing:

- Signed an agreement with the CAVAC Working Group on the cooperation under the Cambodia-Australia Agricultural Value Chain Program (CAVAC) on promoting investment in Cambodia's agri-food sector, in which an agri-food investment unit is established within the CDC with a focal person responsible for the sector; and arranged for the participation of focal officers from relevant ministries to facilitate the training and sharing of experiences. The achievement is one of the fruitful outcomes of the Cambodia-Australia Agricultural Value Chain Program (CAVAC) cooperation on promoting investment in agri-food sector in Cambodia.

3.107 The MOC has made the following key achievements:

- Increasing agricultural productivity: (1) Coordinated and managed the “Accelerating Inclusive Markets for Smallholders (AIMS)” project, which focuses on increasing the quantity, quality and processing of five types of products: Rice, vegetables, chicken, cassava and silk covering 17 provinces; (2) Collaborated with the Cambodia-Australia Agricultural Value Chain Program (CAVAC) to organize the official launch of the research results of the “Market for Cambodia's High-Value Agricultural Products”; (3) Promoted the use of Cambodian agricultural products instead of importing and lead to export to the international market; (4) Strengthened and expanded the campaign to buy Cambodian products, especially agricultural products and (5) Participated in developing private sector in the field of agriculture.
- Strengthen and expand food security: (1) Monitored inventory report of necessary local products for everyday life; (2) Strengthened and maintained strategic food stock in preparation for intervention to rescue victims of floods, hurricanes and other disasters; (3) Strengthened and ensured the stability of rice prices in the local market in order to maintain the people's livelihood and prevent from food price chaos in the market; (4) Strengthened and expanded bilateral rice trade negotiations; (5) Participated in preparing the project called “Promote Paddy Rice Production and Export of Rice” within the framework of cooperation concessional loans from the People's Republic of China with the Ministry of Economy and Finance; and (6) Developed the production and storage capacity of paddy rice and rice to increase supply capacity when needed.

3.108 From 2019-June 2021, the Ministry of Rural Development has trained 2,308 officials. Basic Vocation Centers was established and trained 4,416 officers in garment tailoring, computer repairs, sewing, agriculture machinery, furniture making and hairdressing. During this period, 1,160 Km of roads are rehabilitated adding to the total 30,402.42 road length; 596 km of roads were concrete paved from dirt road, 19 concrete bridges constructed and repaired 31 bridges and drainage structures, 6,497 wells built, 88,004 saplings planted, distributed 106,286 rainwater filters to rural families, constructed 5,437 latrines as part of improving living conditions in the rural communities.

Table 3.28: Indicators in Rural Development Sector 2019-2021

Indicators	Unit	2018 Start	2019	2020	Semester 1, 2021
Rural Road Rehabilitation and Construction on a total length of 45,200 Km	Planned (Km)	29,242	30,860	33,079	36,180
	Actual (Km)	29,242	29,634	30,312	30,402
Climate resilience rural road improvement (upgrading from gravel to DBST/concrete road)	Planned (Km)	100	120	144	172
	Actual (Km)	100	261	188	147
Road periodic and routine maintenance	Planned (Km)	7,457	8,948	10,738	12,886
	Actual (Km)	7457	10,664	14,081	17,578
Proportion of Cambodians in rural areas with access to clean and safe water.	Planned (%)	58	67	72	78
	Actual (%)	60	75	77	84
Rural people with access improved sanitation services with sustainability	Planned (%)	71	78	81	84
	Actual (%)	60	74.6	76.9	77
Provinces that have stopped open defecation (ODF)	Planned	0	1	2	3
	Actual	0	0	0	0
Mobile Vocational Training Center (Centers)	Planned	0	5	10	15
	Actual	0	0	0	0
Number of people who have received basic vocational training	Planned	4,313	7,000	10,000	15,000
	Actual	4,313	6,802	8,634	8,729
Number of families who set up new small enterprises after receiving basic skills training	Planned	No data	150	250	350
	Actual	0	0	0	0
Ministry of Civil Service who receive capacity building up to 80 hours per year per person.	Planned hrs / person	42	45	50	60
	Actual hrs / person	42	-	-	-
Number of Indigenous Communities Recognized by the Ministry of Development	Planned	143	153	163	173
	Actual	143	154	155	156

Source: MRD

3.109 To ensure clean and reliable water supply, the government prepared the national strategic plan on water supply and rural sanitation promotion 2014-2025 with rural areas to have 100% access to clean water by 2025. Currently, access to rural sanitation is 77% and access to clean water is 84%. Open defecation has been reduced from 82.7% in 2000 to 40.6% in 2015. In efforts to diversify economic activities in rural areas, the Ministry of Rural Development has trained 139 Village Development Committees, 545 families in compost making and gardening, 90 individuals in marketing, 938 participants in soap making, supported capacity building initiatives to 465 indigenous villages in efforts to preserve their culture and traditions.

3.110 Beside the above achievement, the MRD faced the following challenges:

- COVID-19 disease prevention measures hinder the implementation of some activities.
- The national budget is still limited and can't meet the needs of the people and improve the road from gravel road to paved road and concrete.

- Lack of suitable school buildings, facilities for trainees and staff, accommodation and workshops for internships.
- Lack of skilled trainers in basic skills training centers.
- Some rural people still have a habit of relying on external support rather than participation and limited ownership knowledge.

3.111 The CMAA has made the following key achievements:

- Completed baseline survey of identifying landmines remained in 73 districts.
- 3,558 polygons equal to 92,394,704 m² were removed from the suspected area through non-technical survey methodology.
- 60 square kilometers of suspected cluster munitions and 280 square kilometers of mines were cleared, including 33,360 anti-personnel mines, and 644 anti-tank mines were found and destroyed.
- Responded to 26,899 requests for explosive ordnance disposal intervention from communities and local authorities.
- 2,840,612 people have been educated on mine risk reduction and Explosive Remnants of War (ERW) to ensure sustainability in providing mine risk education and mine risk education messages to reduce the risk of landmines ERW is integrated into the 7th and 8th-grade curriculum. It has not yet been included in the 9th-grade curriculum. Community-based education is key to job sustainability and continually improves the quality of mine risk reduction education in the community and strengthens education to reduce the risk of landmines and ERW.
- Established mechanisms to support people with disabilities from landmines and ERW and their families, in collaboration with stakeholders, to disseminate the Law on protection and promotion of the Rights of Persons with Disabilities, including the National Policy on promoting the employment of Persons with Disabilities within the Royal Government framework and Private Sector.
- Strengthened the National Disability Coordinating Mechanism to ensure the needs and rights of mine and ERW survivors, including indirect victims, are addressed in a timely and appropriate manner through quality-of-life studies.
- Provided support to mine and ERW survivors and indirect victims of small-scale agricultural production by conducting a study on an average income from small-scale food production which found in former minefields disaggregate by sex and indigenous status.
- Through the efforts of the mine action sector over the last three years, the number of women working in the mine action sector has increased by about 10%, despite a slight decline in 2019. In fact, the number of women as a percentage of the total number of employees in the mine sector has decreased from 22.68% in 2018 to 22.31% in 2019 and will increase to 23.39% in 2020. There has also been an increase in the number of women in decision-making and leadership positions in the mine action sector, such as in the Cambodian Mine Action and Victim Assistance Authority (CMAA), Provincial Mine Action Planning Units (MAPU), and operators; increasing from 33 up to 41 people.
- Participated in promoting the implementation of the obligations of the International Convention on the Prohibition of the Use, Stockpile, Production, and Transfer of Anti-Personnel Mines (APM) and the Destruction of Mines (APMBC).
- Continued to support demining operations in the framework of UN peacekeeping operations by sending 15 teams of Cambodian Peace keeping soldiers to missions in the Republic of Sudan, South Sudan, the Central African Republic, Mali, and Lebanon, a total of 787 troops members consisting of 65 are women.

Table 3.29: Mine Action Sector Indicators and Implementation Results for 2019-2021

Indicator	Unit	2019	2020	Semester 1, 2021
Number of Victims by Mine/ERW (death/injured)	Persons	77	65	26
Number of Victims caused by playing and improvising mine/ERW (death/injured)	Persons	48	30	12
Number of people with disability by Mine/ERW received a promotion about right	Persons	312	234	1,468
Number of people with disability by Mine/ERW received physical rehabilitation services	Persons	3,409	3,673	1,468
Number of people with disability by Mine/ERW receive contributions (kit aid) from CMAA	Persons	112	94	38
The total area of Mine/ERW clearance	Persons	12,677	15,328	10,246
Cleared area of landmine	Hectare	9,137	9,478	7,835
Cleared area of Explosive Remnant of War (ERW)	Hectare	3,540	5,850	2,411

Source: CMAA

3.112 Beside the above achievement, the CMAA faced the following challenges:

- Some significant donors have shifted their policies to other areas, putting some clearance projects on hold.
- The Royal Government of Cambodia's budget cuts has affected the clearance plan development process and field inspections of demining operations.
- Operators were unable to deploy clearing forces in the block areas due to the spread of the Covid-19 outbreak. In addition, some of the operators' field staff were infected by Covid-19, which impact their daily work performance.

3.113 As Semester 1, 2021, the total cultivated area of agricultural crops reached 3.475 million hectares of which 2.633 million hectares were rice, 0.088 million hectares were horticultural and 0.754 hectares were industrial crops. The total agricultural exports reached more than 4.45 million tons. Meanwhile, in 2020, the total cultivated area will reach 5.024 million hectares with the total yield of 29.758 million tons. Total agricultural exports reached more than 4.87 million tons. In 2019, the total cultivated area reached 4.882 million hectares with the total crop yield of 30.229 million tons and the total agricultural exports reached more than 4.88 million tons.

3.114 From 2019 to the first half of 2021, animal production has increased significantly from 45.85 million in 2019 to 53.90 million in 2020, an increase of 17.6% over 2019. As a result, the Kingdom of Cambodia has the capacity to produce meat for domestic consumption of about 256 thousand tons or 85% of the total meat demand of about 301 thousand tons per year. In the first half of 2021, total animal production increased to 51.26 million, compared to 47.23 million in the first half of 2020, an increase of 8.5%, which can supply 134 kinds of meat, 45 thousand tons, equivalent to 52.93% of the annual plan of 254 thousand tons.

3.115 Beside the above achievement, the MAFF faced the following challenges:

- Productivity in cultivation as well as animal husbandry is still low, which makes it difficult to compete in the market, especially the cost of production of farmers is still high. On the other hand, the quality of agricultural inputs and agricultural services at the grassroots level remains weak. Farmers' adaptation to climate change, technical dissemination in each sector, including the provision of agricultural market information to farmers is limited. On the other hand, farmers often experience a drop in the price of agricultural products in the post-harvest market. Managing the targeted use of agricultural land in each geography remains an issue that the Ministry is considering to determine the appropriate cultivation area.

- Agricultural irrigation system has not yet covered a large area of cultivated land, especially the arrangement of automatic irrigation canals has not been extended to farmers' farmland.
- Research and provision of agricultural technical services is still limited, and the ability to acquire knowledge of farming techniques, animal husbandry and aquaculture, as well as the use of agricultural inputs in accordance with technical standards, as well as in the processing of farmers' products is still limited. Affects high production costs, difficult to compete in the market. Investment in agricultural education, research and extension is still small, which needs to be addressed.
- Illegal forestry, fisheries, illegal import of animals and agricultural equipment continue to occur, especially in border provinces.

3.116 The MOWRAM has made the following key achievements:

- Repaired, rehabilitated and constructed small and big irrigation systems in the country and achieved 138 projects having the irrigation capacity on 86,753 hectare of the paddy areas (57,217 hectares of rainy season rice and 29,536 hectares of the dry season rice) and 2,208 hectares of the crops plantation.
- Repaired 78 water gates, 58 box culverts, 40 reservoirs, and 6 spillways.
- Made maintenance of the 67 dams with the length of 77,331 meters.
- Excavated and rehabilitated 160 canals with the length of 342,000 meters.
- Created 47 FWUCs with 153,524 ha paddy areas (107,533 ha of rainy season rice, 45,991 ha of dry season rice and 27,585 households).
- Implemented the river bank protection in Kandal, Kampong Cham, Tbong Khmum, and Kratie with 22 projects with the lengths of 26,700 meters.
- Implemented 4 projects constructing the polders in Koh Kong protecting 2,235 ha.
- Repaired and maintained the polders with 40 projects in Koh Kong and Preah Sihanouk.
- Installed 2 pumping stations, repaired 12 pumping stations and repaired 95 mobile pumping machines.
- Constructed 2 hydrological stations, repaired 38 hydrological stations, installed 4 water level gauges and repaired 1 water level gauge.
- Installed 33 meteorological stations, repaired 41 meteorological stations, installed 63 rain gauge posts, repaired 12 rain gauge posts and equipped automatic equipment at 7 stations.

3.117 Some challenges that have caused difficulty for the MOWRAM to achieve the targets are:

- The budget providing for rehabilitation, reparation and construction is late and limited, not meet the real demand.
- The budget for repairing and maintaining the irrigation systems is still limited.
- The participation of the farmers in the use and maintenance of the irrigation system is limited.

SUSTAINABLE DEVELOPMENT OF MEKONG RIVER BASIN

3.118 During 2019-2021, Cambodia, along with other member countries, reviewed and discussed the needs, challenges, and plans to be jointly considered and effectively implemented for the sustainable management and development of the Mekong River and its basin resources:

- Continued to cooperate with the MRC and member countries to improve the effectiveness of the implementation of the 1995 Mekong Agreement, the Siem Reap Declaration 2018 of the 3rd MRC Summit, Procedures and Guidelines, and technical equipment for water use management to better manage and sustainably manage the Mekong Basin.

- Jointly prepared and approved documents to serve the management, development, use, and conservation of water resources and related resources in the Mekong Basin, including Basin Development Strategy 2021-2030, Strategies and Master Plans on Fisheries, Environment, Climate Change, Floods, Droughts, Navigation, etc.
- Approved and cooperated with the implementation of the Strategic Plan for 2021-2025, the annual Work Plan, and the Work Plan based on the project, the national roadmap 2021-2025 to implement the basin development strategy, and the strategies, and sector master plans.
- Continued the collaboration to strengthen the improvement of the drought and flood prediction system, river monitoring, public dissemination, awareness raising, participation of all stakeholders, partnership, and regional cooperation for the management and sustainability of the Mekong river reservoir and resources in the reservoir.

3.119 The challenges faced during the Implementation of the Policy Priorities and activities placed in NSDP 2019-2023 including the effect of COVID-19 from 2019 to semester 1, 2021:

- Hydrological changes such as low water flow, drought, and flooding are occurring in the Mekong Basin, which needs to be monitored regularly to report to the Royal Government and the public for precautionary measures and appropriate measures.
- The pace of development in the Mekong Basin Mekong in the Mekong countries has been increasing steadily, these factors can cause transboundary impacts that need to be addressed and jointly addressed.
- The process of the development management and river basin plan development based on integrated water resource management is complicated.
- The workload has been steadily increasing, but the number of officers, staff, and capacity, as well as the resources and means to support the work process, are still limited.

CLEAR WATER SUPPLY IN URBAN AREAS

3.120 The MISTI has made the following key achievements:

- Took care to implement the subsidy policy for low-income, poor people to get access to cheap water at a minimum, of which 35,006 poor families have received subsidies for clean water connections and set the selling price of clean water and signed a contract with the landlord for 700 riel/m³, and the landlord sells it to workers and students at 800 riel/m³. Currently, it has been decided to connect 5,630 houses with 122,291 rooms for rent, 100% achievement.
- Continued to strengthen the quality of services in accordance with the four basic conditions: quality, safety, sustainability, and affordability.
- Continued discussions within the inter-ministerial framework to promote the adoption of the draft law on "Water Supply Management of the Kingdom of Cambodia", which is currently being submitted to the Council Jurists of Office of the Council of Minister, as well as the development of legal documents under the law that are relevant to the implementation of the law and the requirements of the reform of legal documents.
- Increased the efficiency of inspection and orientation of water supply operators by setting out the principle of delegating general inspection work to the provincial capital
- strengthened the implementation of the conditions of the permit (or license), which focuses on licensed operators, as well as issued a proclamation on the purchase price of water for the 15 mm watch and revised the procedure for issuing, adjusting, suspending and revoking the permit for water supply business.
- Promoted human resource development in the water sector, with a training course for officials, private water operators and operators on technical management and other essential skills such as mechanical and electrical skills and project management skills.
- Encourages investment in the production and sale of pure water to support some private water operators who face problems with water resources or lack investment capital to expand their production and distribution network.

3.121 Beside the above achievement, the MISTI faced the following challenges:

- Water sources in some areas are polluted by wastewater from homes, services, agriculture, industry, etc.

- Lack of water training and research centers.
- Some of the tasks that delegated power to the sub-national level have not been completed smoothly due to lack of human resources, limited budget capacity and means of implementation.

ONE VILLAGE, ONE PRODUCT

3.122 The OVOP National Committee has made the following key achievements:

- Led and coordinated to establish national and sub-national levels on: (1) Technical working group to promote OVOP movement in 10 ministries, (2) OVOP Sub-National Committee in 25 Municipality/Provinces, (3) OVOP Task Force in 4 ministries to coordinate the establishment OVOP membership network.
- Developed 3 main documents (1) National Policy on the Promotion of One Village, One Product Movement, 2016 - 2026, (2) National Guidelines on the establishment of One Village One Product Membership network and, (3) The first five-year National Strategic Plan for the promotion One Village One Product Movement, 2019-2023.
- Collaborated with the Ministry of Commerce to organize the National Day of Promoting Cambodian made products, 9 April for every year and to develop common guideline of organizing the National Day of Promoting Cambodian made products across the country.
- Collaborated with relevant ministries, institutions and OVOP Provincial committee in 10 provinces to establish OVOP membership network in 10 provinces. This activity will scale up to 15 provinces in 2022.
- Collaborated and signed MoU between OVOP Secretariat-General with private sector, High Education Institutions and research institution to jointly promote Cambodian products in the context of OVOP; (1). Transportation Association and Super App Group, (2) Royal University of Agriculture (3) Royal Academy of Cambodia.

3.123 Beside the above achievement, the OVOP National Committee faced the following challenges:

- The consistency of action plans and budget plan is not responded to each other.
- Some activities such as participation in face-to-face discussions, organizing the National Day of Promoting Cambodian made products 9 April, OVOP Exhibition, training, and others have been cancelled due to Covid-19 Pandemic.
- The adaptation of civil servants who are required to perform their work online
- Lack of active staff and high knowledgeable and capacity on OVOP to implement the policy and strategy for OVOP movement.

6.2 The Sustainable Management of Natural Resources and Culture

3.124 To Implement the priority policy of the Royal Government of Cambodia for the 6th legislature of the National Assembly, The Ministry of Mines and Energy (MME) will continue to implement the National Policy on Mineral Resource 2018-2028 by strengthening governance on mineral resource and mining management while promoting the participation of community to minimize the impact on social and environment and expand national revenue. To eliminate illegal mining and the collection of non-tax revenue: The MME has created four working groups to monitor and inspect mineral resources such as working group on mining industrial, working group on river sand mining, working group on construction stone mining, and working group on sand and soil mining. the working groups on minerals resource monitor and inspection have inspected mineral resources operation 242 sites, fined USD 740,307 and USD 907,103 for mining offenses. The ministry has inspected the compliance of minerals operation 622 sites with addition non-tax revenue from the mining sector amounted to USD 3,175,895 for mining offenses. MME has prepared Instruction No. 50, dated 7 August 2020, on the implementation of administrative services in

the mining and oil sector of the municipalities, district and khan administrations. According to Sub-Decree No. 195, dated 22 September 2016 on the export of mineral products and Inter-Ministerial Prakas No. 614 MEF.BK, dated 22 June 2017 on Procedures for Application for Export of Mineral Products, MME has authorized the export of mineral products for the past three years (2019-2021) such as Gold (concentrate), Sand (Sand's River) and dimension stone. In addition, in order to promote the sustainable minerals operation and social, environmental and economic responsibility, the MME required the concessionaire to study Environmental Impact Assessment (EIA) and recognized by the Ministry of Environment before the MME issues mineral license to start the mineral operations, and the concessionaire has to carry out its mineral operation in accordance with the mine design, technical standards and legal documents. Moreover, the MME has established the Mineral Fund supporting local development, which is the voluntary budget contribution or budget paid based on the amount of mineral production to use as benefits to develop the local communities directly or indirectly affected by the mineral operation. In order to increase the harmonization between the local communities and mineral sites, the MME has developed the local communities by using the mineral fund of 46 projects in 11 capital and provinces.

Table 3.30: Non-tax Revenue in Mine and Energy Sector 2019-2021

Indicator	Unit	2019		2020		2021	
		planned	actual	planned	actual	planned	actual (Semester 1)
Minerals non-tax revenue and Plan for the next year	Million USD	18	21.48	22	27.51	23	15.24

Source: MME

3.125 COVID-19 Pandemic is the main face to promote efficiency of Minerals development and management, but shortage of human resource and budget are also the main factor has posed a severe threat to achieve the policy priorities and activities placed in NSDP 2019-2023.

3.126 The Ministry of Agriculture, Forestry and Fisheries has been active in all aspects of the fisheries sub-sector, including the preparation of legal documents under the law, the strengthening of fishing communities, the management of fisheries conservation areas, the suppression of fisheries crimes, the development of aquaculture, research and dissemination. At the same time, the Ministry has cooperated with various development partners to disseminate laws to strengthen the capacity of fisheries community strengthening officers, to promote aquaculture techniques and to conserve fishery resources with the following results:

- Freshwater fishing reached 180,010 tons, equivalent to 39.91%, of which fishing by fishing reached 1,310 tons, equivalent to 12%, family fishing in the fishing area reached 153,400 tons, equal to 51.13% and family fishing in the field reached 25,300 tons, equivalent to 18.07%.
- Sea fishing reached 67,900 tons, equivalent to 52.23%.
- Shrimp farming reached 147,412 tons, equivalent to 30.65%; raising 142,400 crocodiles, equivalent to 43.15%; hatching of 122.5 million young fish, equivalent to 45.35%.
- The processing of fishery products reached 38,870 tons, equivalent to 42.25%, of which freshwater production reached 31,910 tons, equivalent to 39.89%, seawater production reached 6,960 tons, equal to 58 % and production of fish sauce reached 37 million liters, equivalent to 66.83%.
- The export of fishery products reached 2,409 tons equal to 24.09%, of which fresh produce reached 2,259 tons equal to 28.24% and processing reached 150 tons equal to 7.50%.
- Prevention and suppression of fisheries crimes reached 1,492 cases, of which prevention and suppression of freshwater crimes reached 1,398 cases and prevention and suppression of maritime crimes reached 94 cases.

3.127 The Ministry has announced the establishment of 50 new forest communities covering 12,166 hectares. At present, there are 641 community forests covering 522,219 hectares, of which the Ministry has issued 534 declarations on 449,233 hectares and 447 community forest agreements have been signed on 369,233 hectares. Approved 106 community forest management plans covering 72,620 hectares. At the same time, it has been focusing on creating more jobs for the community to increase income and improve living standards. 654 hectares of old plantations were maintained, 94 hectares of seed plantations, 44 hectares of agro-forestry lots were planted and 4,272 hectares were planted as new plantations. At the same time, 80 forest extension and rehabilitation stations have been set up so far on a total area of 500,178 hectares, of which 16 locations have 106,522 hectares of land titles. Planting trees in partnership and family on a total area of 102,108 hectares and planting trees in economic land concessions with 17 companies on a contracted area of 280,870 hectares. 226 sites for raising swallows and 60 places for raising wild animals were registered. there were 3,044 cases of forest and wildlife crime and deforestation, of which 1,326 cases of forest crime were fined and 1,326 cases of transgression. Forests to be sent to court in 1718 cases.

3.128 Beside the above achievement, the MAFF faced the following challenges:

- Illegal forestry, fisheries, illegal import of animals and agricultural equipment continue to occur, especially in border provinces.
- Illegal clearing of forest land and flooding of forest land continue to this day.

3.129 The MOE has made the following key achievements:

- Created protected areas with the size of around 7 million hectares or equivalent to 41% of the total land areas in Cambodia. The protected areas consist of 12 National Parks, 19 Wildlife Sanctuaries, 13 Protected Landscapes, 9 Multiple Use Areas, 5 Ramsar Sites, 3 Biosphere Reserves, 13 Natural Heritages, 1 Marine Parks and 3 Biodiversity Corridors.
- Identified and divided management areas, demarcated poles, trained technical officials and park rangers, supplied necessary materials and equipment, enhanced patrolling and implemented legal measures on natural resources offenders.
- Created and compiled different natural protected areas into as system which is ecological consistent and strategic for Cambodia to support the sustainability of socio-economic environment, cultural and natural values and to ensure the protection and conservation of natural resources in Cambodia in order to fulfil the roles and responsibilities in supporting all lives on earth and improving food security and socio-economic in Cambodia through ecosystem services.
- Cooperated to successfully stop large-scaled illegal activities in the natural protected areas and biodiversity corridors.
- Implemented carbon credit project in natural protected areas with international partners.
- Facilitated to establish 182 Communities for Protected Areas (CPAs).
- Developed and established 35 CPA local networks, 3 area CPA networks and 1 national CPA network.
- Among 32 CPAs of 182 CPAs have received production technical support including budget, animal, crop seed and other material for providing ecotourism service.
- Established 11 natural heritage sites.
- Boundary posted in 3 community protected areas (CPA) and 2 natural heritage sites in total 76 posts and in eco-tourism development projects amount 164 projects.
- Reviewed and approved the master plans for 10 ecotourism development projects, with not more than 10 ha per project.
- Studied the dinosaur fossil in Tatai wildlife sanctuary, Koh Kong province and collected primary fossil data (trees, bones, petrified wood and animals' footprints) in Preah Jayavarman-Norodom Phnom Kulen National Park, Siem Reap province, Phnom Tbeng Natural Heritage Site, Kulen Phnom Tep Sanctuary, and Prey Lang Sanctuary, Preah Vihear province.

- Established Sok An Phnom Kulen Orchid Research and Conservation Center in 2,020 ha in Preah Jayavarman-Norodom Phnom Kulen National Park and collected and preserved 5,000 wild orchid samples, representing 209 varieties and 114 varieties were recorded in the database.
- Integrated the Center's works into the ICC Angkor's program and showed the progress of the Sok An Phnom Kulen Orchid Research and Conservation Center 3 times in the ICC Angkor Meetings.
- Monitored the public water, ground water, sewage water and other pollution vulnerability places in targeted provinces/cities in 118 locations while 645 samples were taken for laboratory analysis.
- Monitored and evaluated wastewater treatment plant for 680 factories.
- Regularly monitored ambient air quality in 41 target provincial-cities (12 locations in Phnom Penh) and used Vishnu vehicles to monitor air quality 20 times.
- Inspected and evaluated air and sound quality to issue licenses to 235 companies.
- Collecting data on Persistent Organic Pollutants (POPs) in 133 locations.
- Strengthened the efficiency of services providing on clean, collection and transportation of Urban Garbage and Solid Waste in 73 cities and districts.
- Inspected and enforced the law on 536 factories, enterprises, businesses, services that can easily pollute the environment and set the online monitoring system for one factory.
- Inspected the source of pollution in 35 cases of complaints about environmental pollution and monitored the implementation of correction orders on 56 cases of pollution.
- Reviewed the reports on Environmental Impact Assessment of 229 projects.
- Urged 637 project owners to prepare environmental protection contracts.
- Monitored and reviewed the implementation of 439 environmental management plans.
- Analyzed 1464 samples of water, soil, mud, air, acid rain and analyzed the presence of GMOs & LMOs, 5 times, 16 samples.
- Strengthened and expanded environmental education activities to Public Education Institutions and Pagodas, especially the dissemination of the implementation of the principles of Eco-Schools and mid-term Eco-Pagoda to 288 schools and 50 monasteries.
- Promoted the participation in the implementation of environmentally friendly activities to natural persons and legal entities who have implemented the environment well, showcasing their achievements and innovations related to the environmental sector by awarding a total of 1,287 certificates.
- Increased dissemination of comprehensive environmental information to the public at all levels on environmental protection, biodiversity conservation, sustainable use of natural resources.

Table 3.31: Results in Environment Sector from 2019-2021

No	Indicators	Unit	Achievement		
			2019	2020	Semester 1, 2021
1	Reduced volume of GHG compared with the baseline	Gg CO ₂ equivalent	2.80	2.839	n/a
2	Quality monitoring on public water, groundwater, sewage, and vulnerable polluted areas at the target capital and provinces	Sample	320	222	103
3	Monitoring Ambient Air Quality to target provinces/cities	Site	30	41	41
4	37 natural protected areas are identified for its borders	Number of natural protected areas	5 areas (480 poles) and 1 management plan	5 areas (600 poles) and 1 management plan	5 areas (600 poles) and 1 management plan

No	Indicators	Unit	Achievement		
			2019	2020	Semester 1, 2021
5	15 new natural protected areas are prepared and created	Number of natural protected areas	2 PA	10 PA	1 PA
6	Carry out research study and establish community protected areas (Total)	Community	168	174	182
7	Number of projects compiled the legal procedures for implementing Ecotourism development projects	project	23	30	46
8	Eco-School Program	School	110	70	108

Source: MOE

3.130 Beside the above achievement, the MOE faced the following challenges:

- The delay in the study and arrangement of consultation workshop with relevant stakeholder in management, division and identification plan of natural protected areas to ensure effective protection of core and conservation areas.
- Complication in dealing with land conflict and land use within and around natural protected areas.
- Limited cooperation between relevant ministries and institutions.
- Limited technical capacity building for officials and park rangers to manage natural protected areas and community development within and near natural protected areas.
- Limited budget and resources from the government to maintain stable effective management of natural protected areas.
- Lack of materials and other methods to operate the management work of natural protected areas.
- Lack of information and data on biodiversity and natural resources.
- Due to COVID-19 pandemic, most of activities have been delay and budget is deducted.
- Infrastructure is not yet connected to some eco-tourism sites
- Lack of connection between eco-tourism investment projects and community tourism
- Wildlife hunting and illegal logging.
- Most of the activities are educational activities that require a large number of participants, but due to the context of Covid-19 disease, some activities are not achievable.

3.131 The National Committee for Disaster Management has made the following achievements:

- Disseminated the Law on Disaster Management.
- Built knowledge and capacity for national, sub-national civil servants and community organization staff on disaster risk reduction.
- Developed legal documents related to disaster risk reduction and management.
- Organized provincial and district disaster secretariats.
- Implemented disaster risk management and climate change adaptation projects in coastal areas.
- Signed a Memorandum of Understanding between the National Committee for Disaster Management and the World Food Program, Caritas Cambodia, ActionAID International-Cambodia.
- Updated the information system (PRISM) by connecting to damaged and lost data storage systems.

3.132 Along with the achievements above, the National Committee for Disaster Management has also faced some significant challenges as follows:

- Capacity for risk assessment and assessment, disaster risk monitoring and mitigation is limited.
- In the event of a disaster in some remote areas, the mobilization of skilled forces for rescue interventions takes a long time, and in this case, skills of the ground forces and rescue equipment are limited, making it slow and not effective enough to carry out rescue.

- Up-to-date disaster information (PRISM) has not yet been fully implemented in many localities and has delayed the provision of disaster information from the provincial level to the national level.
- There is no specific budget allocation for disaster risk reduction program activities

3.133 The Ministry of Culture and Fine Arts (MOCFA) has made the following key achievements:

- Restored and conserved around 109 ancient constructions such as 86 temples, 7 Buddhist temples, 5 ancient bridges, and 11 other constructions.
- Conserved and managed artifacts and ethnographic objects and registered them into database.
- Paid much attention and collaborated with communities to hold training and to organize artistic performances by revising the drama of Kean Svay Krao pagoda and strengthening cultural preservation of important communities.
- Prepared proposal document to register Koh Ker temple into World Heritage List of UNESCO and Tentative List of tangible cultural heritage with high potential to be registered into UNESCO World Heritage List such as Banteay Chhmar temple complex, Angkor Borey and Phnom Da site, Kulen site, Beng Mealea temple complex, Preah Khan Kampong Svay temple complex, Oudong site, Tuol Sleng Genocide Museum, Choeung Ek Genocidal Center, and former prison “M-13”.
- Kept working on proposal document to register “Khmer Noodle” and “L’bokator Martial Art” in UNESCO List of Intangible Cultural Heritage of Humanity and Tentative List of other Khmer cultural property for future registration into UNESCO List of Intangible Cultural Heritage of Humanity (prospective intangible cultural heritage to be listed is water festival).
- Renovated infrastructure and improving the beauty of cultural heritage sites in order to enhance tourist attractiveness and to ensure sustainable development in cultural heritage sites.

3.134 Beside the above achievement, the MOFAC faced the following challenges:

- Lack of officials and budget to do the job professionally.
- Lack of transportation to bring artifacts from far-distance sites to safe places.
- Lack of collaboration from local authorities including people living in cultural heritage sites.

6.3 Strengthening Urban Planning and Management

3.135 The MLMUPC has made the following key achievements:

- Registered 6 196 340 land titles, or 88.5% of the estimated 7 million land parcels, of which 5 574 102 land titles were systematic registration.
- Registered land for 33 indigenous communities, equivalent to 856 titles or 33899 hectares, with 3 235 families.
- Converted data from Microsoft Access to PostgreSQL daily for the provision of public services via QR Code.
- Developed a program to scan QR code on the title before handing it out to the owner and set up a program to monitor visitors of cadastral information and back up data through the Synology WorkStation on a regular basis.
- Completed the development of administrative boundary maps, infrastructure maps and current land use maps of 176 cities/districts/Khans, equivalent to 86% of the total 203 cities/districts/Khans throughout the country.
- Prepared and finalized the physical planning for the coastal areas of Cambodia: 1) Koh Rong land use master plan 2) Draft land use plans for 7 islands (Koh Rong Samloem, Koh Russey, Koh Krabei, Koh Ses and Koh Ky, Koh Tonsay, Koh Putsar Kandal, Koh Ampil) and 3) master plans and land use planning of coastal land, tributaries, rivers, streams, lakes, waterways connecting the sea and coastal waters.
- Completed the infrastructure project to build 34 in-city roads with a length of 84 505 meters.

- Constructed 2 modern wastewater treatment plants.
- Prepared policies and legal documents related to city development such as new Law on Land, Law on Housing, Law on Land Management and Urbanization, etc.

Table 3.32: Results in Land Sector 2019-2021

Indicators	Unit	2019		2020		Semester 1, 2021	
		Target	Result	Target	Result	Target	Result
Property registration rate (issuing land title)	%	78	84	84	86.8	90	88.5
Indigenous community registration	Communities	34	25	44	33	54	33
Social land concessions for families	Families	79,045	80,862	79,545	85,071	80,045	85,699
Houses built for families of the army, national police and veterans	Houses	7,199	7,236	7,699	7,769	8,199	7,769
Commune/Sangkat land use planning	Plans	179	82	199	87	219	117
District/Khan land use planning	Master Plans	19	0	25	3	29	3
City/urban area land use planning	Master Plans	23	13	25	14	27	14
Provincial land management planning	Plans	7	3	9	3	11	3
Regional land management planning	Plans	1	0	1	0	2	0

Source: MLMUPC

3.136 Beside the above achievements, the MLMUPC faced several challenges such as clean water supply, waste management, sewage system, etc. to fulfil the demands of the increasing constructions and investment on affordable housing for Cambodian people.

6.4 Ensuring the Environmental Sustainability and Pre-emptive Response to Climate Change

3.137 The MOE has made the following key achievements:

- Published policy-oriented Research Results (1) De-risking Renewable Energy Investment (DREI), (2) Economic appraisal of the potential of solar PV energy in Cambodia (solely for the government policymakers' levels), (3) The Economic, Social, and Environmental Impacts of Greening the Industrial Sector Cambodia and (4) Green Growth Potential Assessment and (5) the Sustainable City Strategic Plan 2020-2030 for Seven Target Cities including Kep municipality, Sihanouk municipality, Battambang municipality, Siemreap municipality, Kompong Cham municipality, Suong municipality, and Bavet municipality, (6) First Biennial Update Report, (7) Updated National Determined Contribution, (8) Long-Term Strategy for Carbon Neutrality, (9) Circular Economy Strategy and Action Plan, and (10) Ethics of Research and Study Program.
- Put into effect the Phnom Penh Sustainable City Development Plan 2018-2030 with the list of 48 sustainable/green investment projects.
- Installed off-grid Solar PV System in two locations: (1) Sok An Phnom Kulen and Orchid Research and Conservation Centre, and it was officially launched by H.E. Minister of Environment and (2) Sre Ampil Community, located in Kdol commune, Toek Phos district, Kampong Chhnang province, and it is in the process of studying option in connecting the solar grid for community.

- The amount of GHG reduction compared with the baseline in 2018 and 2019 target were 2.80 GgCO₂ equivalent and 2.84 GgCO₂ equivalent, respectively, based on the calculation from the CDM and JCM project implementation.
- Percentage of communes/Sangkats vulnerable to climate change was declined around 1.5% from 38% in 2018 to 36.5% in 2020 as the result of implementing CCCA Program and SRL Project.
- The institutional readiness level (in response to climate change) has increased around 8% from 49% in 2018 to 57% in 2020.
- Organized two technical meetings of Biodiversity Technical Working Group to develop sectoral plans to mainstream the concepts on biodiversity and ecosystem conservation in the relevant ministries/institutions as the member of the group.
- Conducted data collection and feasibility assessments to develop a Payment for Ecosystem Services (PES) scheme such as baseline maps and land use management plan for PES. PES Conceptual Framework and Financial Mechanism have been established for Piloting PES in the relevant sites.

3.138 Beside the above achievement, the MOE faced the following challenges:

- Number of officials, their skills and financial resources are not response to scope of work related to science research, technology implementation, green economy and innovation.
- There are no legal documents, policies and strategies on science and technology;
- Limited budget to support priority activities and some activities are delayed due to the increasing COVID19 pandemic.
- Limited tacking tool in place to monitor the potential GHG emission reduction compared with the baseline and target.
- Limited institutional capacity to take action to respond to climate change as set on the baseline and the target year.
- Lack of research findings for site identification and limited funds to carry out the site-identified activities.

CHAPTER IV

NEXT STEPS

I. ACCELERATION OF GOVERNANCE REFORM: CORE OF RECTANGULAR STRATEGY

1.1 Institutional Reform and Capacity Building

4.1 The Ministry of Interior will continue to improve the public service quality and development of the sub-national administration and strengthen the national security political stability public order and social safety.

Policy measures to be revised or further implemented and new policy measures to be addressed to tackle the challenges for 2021 to 2023:

- Organizing training courses to strengthen the officials' capacity and audit planning by selecting high-risk auditoriums as the main targets, especially the municipal/district/Khan and commune/Sangkat administrations.
- Promoting the opening of the border check points between Cambodia and neighboring countries by establishing a mechanism for issuing border passes to the people living along the border to enter and exit neighbouring countries to do their business.
- Continuing to organize the Second Joint Working Group on Inland Border Check Point Cambodia-Vietnam to discuss the formulation of the master plan on establishing or upgrading the inland border check points Cambodia-Vietnam from now up to 2030.
- Carrying on studying the geographical and demographic factors and economic potential, in particular the maintenance of the sovereignty and territorial integrity of the Kingdom of Cambodia, and jointly monitoring and evaluating with the neighbouring countries at the actual checkpoints both parties intend to establish and promote their rank.
- Continuing to reinforce the implementation of Law on Nationality and Law on Immigration by blocking the flow of immigrants at land, air and water border checkpoints, with the search for illegal immigrants residing in the Kingdom of Cambodia for deportation to their country of origin.
- Maintaining peace and defending national sovereignty, territorial integrity, national security and the national economy. Taking key actions to prevent terrorism, transnational crimes of all kinds, incitement and colour revolution, while implementing security plans for national, regional and international political events taking place in Cambodia.
- Reinforcing the capacity and strengthening professional measures to ensure security, public order and social safety by deliberately enhancing the implementation of "Safe village-commune/Sangkats" Policy to minimize all kinds of crimes, especially crimes that produce a negative impact on the social psychology and make people worry.
- Continuing to reinforce the implementation of laws and legal instruments related to the maintenance and improvement of public and social order with an attempt to cut down the risk of traffic accidents, fires, and disasters, while promoting national dignity.
- Continuing to build capacity of the national police and prison officials in the context of COVID-19 pandemic and its impacts and to seek support from the development partners and national and international donors to mobilize resources to develop the

infrastructure and exercise materials related to some necessary skills based on the set skill needs and plan. After the situation of COVID-19 is getting better, the National Police Academy developed the plan and measures to recover from the COVID-19 pandemic as follows:

- Preparing the plan to continue short trainings about 40 courses per year
- Continuing the full international cooperation as the planned annual activities and MOU with the partners.
- Continuing the police science research project as planned.
- Normalizing all activities suspended by COVID-19 crisis.

4.2 The Ministry of Defense will continue to implement the following key activities:

- Improve professional capacity of RCAF and the Judicial Police Force through implementation of the three strategies, ten operational and development activities, and updating and promoting the implementation of the national strategic plan.
- Continue to develop human resources and capacity building of the armed forces through modern equipment and technology, quality training and formation of young armed forces to manage frontline postings.
- Support veterans, families of martyrs and retirees in accordance with the policies on continued provision and enhancement of management of social land concessions and community development projects for army families along the border.
- Promote effective coordination and cooperation between ministries and agencies corresponding to functional responsibilities of natural disaster management and humanitarian operations. This also includes helping farmers grow crops and plantations, construction for environmental protection and natural resource safeguards.
- Strengthen and expand international cooperation while developing professional skills in agriculture, handicrafts, information technology and other life skills.
- Invest in green energy projects through military community to facilitate the development of communities.

1.2 Accountability and Integrity in Public Administration

4.3 Next steps in anti-corruption for 2021-2023

To continue effective anti-corruption work, the Royal Government of Cambodia will strengthen and enhance the following three core measures:

Strengthen education to dispel corrupt practice

- All ministries, institutions, sub-national administration and ACU will work together to continue strengthen and scale-up the coverage of Anti-Corruption Law outreaches, education on anti-corruption in their respective institutions and units frequently and concurrently.
- Efforts on exploring new education approaches shall be made to adapt the unprecedentedly complicated context which is hard to have on-site meeting resulted from Covid-19 pandemic. Besides, regarding young generation who are the bamboo shoots, the Anti-Corruption Unit and the Ministry of Education, Youth and Sport as well as relevant institutions continue to work closely to strengthen the quality of teaching anti-corruption class in primary schools to higher education and vocational schools, and exploring more new approaches, visual aids to mainstream anti-corruption in school/university students in a timely manner so that when they graduate, they will apply such spirit of integrity and cleanliness in their work business. The Anti-Corruption Unit shall act as leading unit for all institutions, sub-national administration, local authorities in terms of developing the content, compilations of report, lessons learnt, education, outreach, complimenting for institutions, sub-national administrations, and local authorities who have accomplished best performance of this work annually.
- The Anti-Corruption Unit has been scaling-up the outreach of its anti-corruption work, including the development of audio-visual media to improve the communication with the publics.

Corruption Prevention and Obstruction

- Anti-corruption work has not been too tough as before when the **Prime Minister** has introduced five approaches: mirroring, bathing, dirt scrubbing, treatment and surgery, all of which focus on strengthening governance, transparency, public service provision, procurement, saving, promoting integrity, etc.
- Each ministry, institution shall pay attention to regularly summarizing the implementation of the five approaches of **Samdech Techo, The Prime Minister** (mirroring, bathing, dirt scrubbing, treatment and surgery).
- Strengthening integrity, good governance in public and private institutions will continue to play role as key strategy in preventing, obstructing corruption. The Royal Government of Cambodia will continue to push forwards, develop and implement the anti-corruption plan in public institutions and the anti-corruption program in the private sector, and will explore new methods to ensure that the prevention and obstruction of corruption still continuously applied at all levels.
- The Anti-Corruption Unit together with all ministries, ministries, sub-national administrations and local authorities have always worked together generating historical achievements over the last 10 years on the asset declaration; therefore, Anti-Corruption Unit, all ministries, institutions and sub-national administrations shall continue to carry out this work without retardation as this is also one of good measure of mirroring.

Law enforcement to crack-down corruption

- Law enforcement work for corruption suppression is also performed concurrently with education, prevention and obstruction. Complaint reception and handling mechanism has been positively evaluated from the complainants in general pointing out that ACU had rapidly and comprehensively taken actions and conducted field investigation at the institutions, local level standing on precise legal basis. All complaints in person, via white mailboxes, post, telephone, e-mail and social media (Facebook, Telegram, Line, WeChat, WhatsApp, open sources information on the press, intelligence information of ACU) shall be scrutinized and settled in the Breakfast Meeting (starting at 07:30 am) every morning of the working day to review any complaints submitted to the Anti-Corruption Unit, other special complaints are forwarded to the Disciplinary and Internal Supervision Council to put into the meeting for analyzing and settling, opening free complainants to attend and listen to the consultation as well as to provide additional facts on case in question.
- Opportunity to participate and directly witness testimony the competent efforts, sense of precisely professional responsibility of the Anti-Corruption Unit in complaint settlement has always been applauded by complainants. Complaint settlement and investigation mechanism are also applied for information obtained from both open source and intelligence sources under the firmed and nonadjustable principles of confidentiality of information sources as well as witnesses inside and outside the Anti-Corruption Unit.

4.4 For the remaining period of the NSDP, the Ministry of Civil Service will:

- Continue to increase the efficiency in reviewing and verifying information leaflets, individual verification documents, and examining civil servants' administrative status changes in terms of the family status.
- Continue to increase the efficiency in managing the civil servants' cadre at the national, sub-national levels, all ministries and institutions.
- Continue to promote the modernization of information technology in the Civil Servant Management Information System and launch the Human Resource Management Information System for ministries, institutions and sub-national administrations.

4.5 In 2021-2023, the MONASRI has set up priority activities, including the communication of the National Assembly-Senate such as preparing the draft of inspection laws and the procedures, disseminating laws, conducting the surveys, organizing public forums, inspecting, enforcing laws, receiving and coordinating the settlement of grievances, institutional development, strengthen the ability of professional civil servants in the country

(National Institute of Inspection) and abroad, and gender mainstreaming to contribute to promoting good governance and strengthening the rule of laws.

Table 4.1: Indicators and Targets 2021-2023

Indicators	Unit	2021	2022	2023
National Assembly-Senate Relation				
1. Legal Awareness Survey	People		3,000	3,500
2. Education and Dissemination Law	People	300	35,000	40,000
3. Organizing Public Workshops	People	500	3,500	4,000
Inspection				
1. Inspection on Management Administrative, Finance, and Inventory of the State Poverty	Institutions	160	366	420
2. Monitoring, Implementation of the Law	Institutions	70	1,224	1,254
3. Receiving Complaints	Cases	161	186	186
General Administration				
1. Training of Inspection Skills	People	100	350	400

1.3 Strengthening of Work Effectiveness

4.6 The MCS will continue to promote innovation in public administration and the provision of digital public services and strengthen and expand online training (E-Learning).

4.7 The NCDD will continue to implement the following key priorities:

- Review and adjust the 2021 ABP of the ministries, institutions and sub-national administrations, focusing on the activities with the highest priority and most necessity for 2021, including the suspension or postponement of field visits and the organizing of meetings, training and seminars to prevent the pandemic of COVID-19.
- Strengthen and focus on the implementation of activities in the second half of the 2021 ABP and other program projects, including monitoring and supporting line ministries, institutions and sub-national administrations in the implementation of their 2021 ABP and
- Strengthen basic IT skills and competencies of all employees to ensure effective implementation of their activities through various online systems such as Zoom, BlueJeans, and Skype, etc.

4.8 The MOJ will continue to implement the following key priorities:

Law and Judicial Reform Strategy

- Strengthen the protection of fundamental rights and freedoms and modernize the legislative framework.
- Provide better access to legal and judicial information, continue to enhance the quality of legal processes and related services, introduce alternative legal dispute resolution mechanisms to enhance justice services, train the officials on out-of-court conflict solution techniques.
- Strengthen the institutional capacity in legal and judicial sector to fulfill their mandates and put into function the profession court such as trade court and labor court.

Law and Legal Document Endorsement

- Develop draft laws on statute of notary, statute of clerk, statute of bailiff and other draft laws.

Case solution

- Train on fundamental laws, legislation related to woman and children and other skills to law enforcement officials, officials, judges, prosecutors, and legal professionals.

- Manage all cases and proceed the procedure to solve the blocked cases, out-of-court conflict solution mechanism, capacity, and promote gender in justice sector, and monitor law enforcement.

Institution Management

- Recruit court officials in response to actual demand, build capacity and strengthen the overall management and implementation, expand and improve the ministry's infrastructure and tribunal at all levels, strengthen and expanding M&E.

1.4 Strengthening of Private Sector Governance

II. OVERARCHING ENVIRONMENT FOR IMPLEMENTING THE STRATEGY

2.1 Peace, Political Stability and Social Order

4.9 The Ministry of Interior will implement the following key activities:

- Continue to reinforce the implementation of the law on nationality and law on immigration by controlling the inflow of illegal immigrants from air, land and water and seeking illegal immigrants to send them back to their countries.
- Prepare amendments of 1994 immigration law underway with recommendations to revise sub-decree no. 30 on the procedures for applying for alien foreign immigrants.
- Continue restructuring plans of the Department of Foreigners and Immigration.

4.10 The National Authority for Combating Drugs (NACD) will continue to efficiently implement the five strategies: (1) Drugs demand reduction; (2) Drugs supply; (3) Strengthening the effectiveness of treatment, rehabilitation and social Reintegration of drug addicts; (4) Strengthening the effectiveness of the law enforcement; (5) Strengthening and expansion the international cooperation.

2.2 Favorable Environment for Business, Investment and Development

4.11 The Ministry of Commerce will continue to implement the following key activities:

- Develop an automatic system for electronically issuing permission letters and revising the registration and commercial licenses.
- Develop a connection of trade registration system of all ministries through a technology platform system.
- Promote the trademark registration by automatic system, public awareness, officials' capacity, and enforcement officials on Law on Intellectual Property and general people as well as the integration into curriculum at educational institutions in the capital and provinces.
- Organize programs and training to the legal representatives on the request of import-export documents at the MOC.
- Develop an automatic system for issuing origin of goods certificates.
- Develop the capacity of laboratories to gain international recognition; provide sufficient equipment to the small-scale laboratories at the border.
- Increase public awareness on food safety.

4.12 The CIB/CDC will implement the following key activities:

- Accelerate the completion of preparing some legal documents such as draft Law on Special Economic Zones, draft Sub-decree on the Implementation of Investment Law and Sub-decree on Establishment of Capital and Provincial Investment Sub-committee after the Law on Investment comes into effects on 15 October 2021.

- Improve the service delivery by information technology platform, especially investment project registration service and state-tax import request service.
- Continue to strengthen and promote the efficiency of Single Window Office mechanism and investment project monitoring mechanism and strive to provide investment care service which is an important factor in promoting and attracting investment.
- Encourage the establishment and development of special economic zones at potential areas and along the border.
- Redevelop the CDC's website, guidebook, and investment bulletin based on newly endorsed Law on Investment.
- Continue to organize workshops, conferences or national and international forums on Law on Investment as well as potential and opportunities of investment in Cambodia to promote and attract domestic and foreign investment.

2.3 Strengthening Ownership and Partnership in Development and International Cooperation

4.13 The RGC will continue to implement the following key activities:

- Strengthen inclusive partnership with development partners as important stakeholders in the development process.
- Participate actively in regional and global forums with the aim to increase international confidence while attracting foreign direct investments.
- Strengthen international cooperation (including with NGOs) to expand ODA, trade, commerce and industrial development. Formulate and
- Implement the Development Cooperation and Partnership Strategy 2019-2023 to strengthen ownership of RGC while enhancing effectiveness, efficiency and sustainability of public financial management.

4.14 Under the RGC's strong leadership and ownership, with the support of all development actors, CRDB/CDC has continued to successfully implement the Rectangular Strategy-Phase IV with the target of achieving Cambodia Sustainable Development Goals and vision to become an upper middle-income country by 2030 and high-income country by 2050. With a strong commitment and flexibility, CRDB/CDC continues to take a leadership role in the mobilization, management of external cooperation, and working closely with development partners through coordination at all levels and to fully implement priorities policy of the NSDP 2019-2023 with flexibility.

2.4 Integration into the Regional and Global Economy

4.15 The Ministry of Commerce will continue to implement the following key activities:

- Provide online consulting on business and market services.
- Establishment of digital market.
- Develop the preparation, compilation and dissemination of key timely commercial statistics to the public, especially the statistics related to operations in trade sector.
- Strengthen the monitoring and facilitation on tasks in the RGC's work plan in the World Trade Organization and review the consistency of laws or draft laws and legal documents to fulfill the obligation as the Country of the Party.
- Study the domestic support issues such as special treatment, transparency, proportional principle, and support to the farmers.

III. HUMAN RESOURCE DEVELOPMENT

3.1 Strengthening Quality of Education, Science and Technology

4.16 In order to implement prioritized policy in this 6th legislature of the parliament for incoming two-year and half period, the *Ministry of Education, Youth and Sport* has laid out two medium-term education policies and other reform priorities through Education Strategic

Plan 2019-2023 towards contributing to implementing priorities of the Royal Government of Cambodia as follows:

Policy 1: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all

Policy 2: Ensure effective leadership and management of education staff at all levels

4.17 MoEYS continues to implement the reforms of education sector, Youth and Sport by focusing on five pillars: (1) Implementation of Teacher Policy Action Plan, (2) Review of Curriculum, Basic textbooks, Improve Learning Environment, (3) Introduction of Inspection, (4) Strengthening learning assessments and (5) Reforms of Higher Education as follows:

- **Reform Strategy for Education Management:** (1) Learning management reform by focusing on students' regular learning assessment, improvement of teaching methods and integration of quality global citizens in the curriculum and core textbooks, (2) Administrative management reform by focusing on ensuring parents' involvement and local communities, implementation of school-based management and education policy and education strategic plan, (3) Financial management reform by focusing on increasing autonomy, and financial accountability at schools, regularly conduct education budget audit and increase budget allocation linking with education policy and (4) Human resource management reform by focusing on trainings of teaching methods and programmes on the job trainings, increase teacher trainings and implementation of performance evaluation for education staff.
- **Reform Strategy for Higher Education:** (1) Oversee the possibilities to transform public higher education institutions to become public administrative HEIs (2) Provide autonomy for public higher education institutions in the financial management and human resources (3) Develop curriculum framework in response to industrial evolution (4) Promote research and motivation of establishing research centers of excellence at public higher education institutions, and (5) Evaluate internal education quality and evaluate the quality of education at higher education institutions.
- **Reform Strategy for Youth Development:** (1) Provide youths with opportunities to get access to education and equitable and quality vocational skills training (2) Encourage youths to have initiatives, creativities, innovation, and spirits of entrepreneurship, (3) Develop youths for having fitness, knowledge, know-how, good living morales and how to live in peace and harmony altogether (4) Provide youths with opportunities for participating in expression of voices, opinions, and decision makings in community development and society, and (5) Strengthen management mechanism and monitor programmes of youth development.
- **Reform Strategy for Physical Education and Sport:** (1) Develop legal framework and regulations (2) Develop advanced sport (3) Develop sport for all (4) Develop sector of physical education and sport at all educational institutions and communities, and (5) Conserve and develop all categories of sport.

4.18 The MOEYS will focus on prioritized strategies by sub sectors as follows:

Early Childhood Education

- Increase access to receive inclusive and equitable quality early childhood education services.
- Promote the quality of pre schools in line with standard.
- Strengthen capacity of management staff for ECE sub sector.

Primary Education

- Measures to increase access to education regularly and learn to complete at primary education, especially disadvantaged children groups.
- Develop physical infrastructure and clean learning environment with safety in line with standard of primary schools, especially incomplete and disadvantaged schools.
- Promote existing teachers' qualifications and improve teacher deployment.

- Strengthen teachers' capacity and stakeholders on early grade reading and mathematics.
- Strengthen the quality of trainings for primary teachers.
- Improve supplies and utilization of core textbooks and learning and teaching materials.
- Strengthen inspection works and monitor and evaluate at all grades.
- Strengthen school based management implementation.

Secondary and Technical Education

- Measures to improve access to education and retain at secondary education, especially disadvantaged groups.
- Expand infrastructure and facilities for secondary schools.
- Strengthen and expand the subjects of sciences, STEM and foreign languages in response to 21st century skills framework.
- Promote the implementation of effective curriculum framework.
- Strengthen school based management approaches at school level.
- Expand the implementation of model standard of new generation schools.
- Develop the education quality assurance framework of secondary education.
- Strengthen monitoring and evaluation system for school inspection.
- Expand partnership with private sectors and entrepreneurship in order to strengthen technical education.
- Strengthen learning orientation toward to the career and expansion of technical education.

Higher Education

- Increase result-based investment on prioritized higher education programmes.
- Improve capacity in teaching and learning and research through the development of higher education partnership.
- Increase full-time academic staff with PhDs.
- Strengthen the financial and human resource management system at higher education towards full autonomy.
- Improve the education quality assurance system in higher education.

Non-Formal Education

- Develop and improve NFE programmes.
- Enrich adult literacy programmes.
- Transform community learning centers into lifelong learning centers.
- Promote private sector, development partners, non-government and other stakeholders' participation and support NFE programmes within the lifelong learning framework.
- Improve effectiveness, efficiency of NFEMIS.
- Develop the capacity of NFE staff at all levels.

Youth Development

- Strengthen digital skills and promote the application of knowledge on science, technology, engineering, and mathematics (STEM) for youth in response to the fourth industrial revolution.
- Enhance creative and innovative thinking habits through entrepreneurial spirit, promotion of self-employment, access to employment and business-oriented services, and labor-market information.

- Develop young people historically and educate them to live in peace and harmony to be patriotic and have a love of people, self-confidence, self-esteem, leadership, and a broad understanding of society.
- Motivate youths to share prospective understanding and participation in decision making process pertaining to community development and society.
- Transform youth centers into community training centers.

Development of Physical Education and Sport

- Develop advanced sport capacity.
- Be ready for SEA-Games 2023.
- Develop institutional capacity of physical education and sport.
- Develop coaches, arbiters, judges, and sport officials.
- Promote all types of sport competitions with high quality.
- Continue to develop and improve the existing sport facilities.
- Strengthen the implementation of physical education and sport at educational institutions.
- Promote physical education and sport at community.
- Promote the dissemination of all kinds of sports to the public.

3.2 Technical and Vocational Training

4.19 The MOLVT will continue to implement the following key activities:

- Continue to enforce the implementation of National Policy on Technical and Vocational Education and Training 2017-2025, Technical and Vocational Education and Training System Modernization Action Strategic Plan 2019-2023 and strengthen the cooperation with the private sector and development partners to contribute to the technical and vocational development.
- Continue to strengthen and expand the physical and digital infrastructure supporting the job offering services to promote job market information on time and responsive to the service users' demands and promote the organization of Job Forums at the capital and province level to increase job opportunities to the youths.
- Continue to strengthen the mechanism implementing Cambodia's National Qualification Framework at technical and vocational institutions by requesting principle on offering reward to any technical and vocational institution for ensuring the quality and preparing the verification report between Cambodia's National Qualification Framework and ASEAN Reference Qualification Framework.
- Continue to develop and implement the capacity-based training standard package following the Cambodia's National Qualification Framework in level 1, 2 and 3 on electricity/electronics, mechanics, construction, manufacturing, and business/information.
- Continue to strengthen the partnership between the public and the private sector, development partners to contribute to supporting the technical and vocational training with quality and actual demands of the special situation, in any necessary case, require to increase the skill capacity and refreshed trainings of the labor force in the existing job market and new job opportunities.

3.3 Enhancement of Public Health and Nutrition

4.20 Priority interventions will focus on providing comprehensive health services to Cambodian population, including health education, prevention, consultation, diagnosis, treatment, care and rehabilitation with high quality and efficiency, as well as, strengthen the response to public health issues in the context of Covid-19 by strengthening the implementation of priority health program interventions and strengthening the health system. The Ministry of Health will continue to implement the following key activities:

- Promote reproductive health, maternal, newborn and child health including immunization and nutrition.
- Prevent and control of communicable diseases of COVID-19, HIV/AIDS, tuberculosis, malaria, hepatitis, Neglected Tropical Diseases (NTDs) including parasites, helminthiasis and leprosy, emerging and re-emerging infectious diseases.
- Prevent and control non-communicable diseases.
- Reducing risk factors and social determinants of health such as tobacco and alcohol, food safety, hygiene and sanitation (improved water sources, toilet facilities... etc.).
- Health hazards caused by environmental health risk (pollution), disaster preparedness and response, road accidents & injuries, and climate change.
- Expand the Minimum Package of Activities (MPA) at health centers and CPA at referral hospitals by increasing activities to provide disease prevention and health promotion services, provide local services, strengthen the referral system by providing 24-hour referral services.
- Strengthen the quality of management and the quality of medical care at the national and sub-national levels, in accordance with the principles / protocols of clinical practice guides, including measures to prevent or counteract microbial and drug resistance, to implement preventive measures and to control infections at health facilities.
- Raise awareness on healthy lifestyle.
- Improve the effectiveness of the implementation of the health equity fund program, the national social security Fund and social assistance.
- Improve the quality of training in all public and private training institutions by focusing on competency-focused curriculum.
- Develop mechanisms for accreditation of both public and private training institutions to evaluate and maintain the quality of curriculum and training.
- Reinforcing health legislations and regulation for health professionals and health service providers of the public and private sector.
- Supply sufficient quantity and quality medicine, equipment, vaccines, reactors, and medical equipment in a timely manner, in particular, health centers / health posts and referral hospitals and promote the use of medicines and equipment listed in the "Essential Medicine" list with proper prescriptions, packaging and delivery.
- Provide timely information to health workers and the public about medicinal products (modern and traditional medicine) and any cosmetic products that pose health risks.
- Strengthen the network of medical laboratories nationwide and the use of quality and safe blood and equip basic medical equipment to health posts / referral hospitals at all levels to increase the capacity to provide health services.
- Expand health infrastructure, IT resources, communications and technology, including hardware and software, and provide adequate training on the use of ICT and strengthen the current system of emergency reporting.
- Strengthen the implementation of health laws and regulations, such as registration, licensing, elimination of counterfeit drugs and illegal health services, implementation of policies / regulations related to food safety, hygiene / environmental health, etc.

4.21 The National AIDS Authority maintains the implementation of Government Policy and Resolution (SorChorNor) 213 to combat the spread of HIV/AIDS to reach the 95-95-95-goal and eliminate AIDS in 2025 in which we will promote the institutional strengthening, increase the AIDS work delegation to the SNA and integrate HIV/AIDS responses into commune/Sangkat development plans and continue to provide equity cards to HIV patients.

FOOD SECURITY AND NUTRITION

4.22 The CARD will continue to implement the following key activities:

- Continue to implement the 2nd NSFSN 2019-2023.
- Continue to implement the government's directive No. 934, date 20 October 2020.

- Continue to strengthen institutional mechanisms for FSN governance at the international, national and sub-national levels through participation in the implementation of the SUN Movement Action Plan, the functioning of TWG-FSN, FSN Forums and forums, and establishing the coordination working groups on FSN at provincial level.
- Continue the cooperation with FAO, WFP, UNICEF, WHO, GIZ, HKI and German Embassy and other development partners to promote FSN.
- Continue to strengthen and expand SUN Business Network and Nutrition Champion Youth Network.
- Conduct MTR of the 2nd NSFSN 2019-2023 and introduce the joint monitoring indicators of the TWG-FSN.
- Continue to implement the National Roadmap for Food Systems for Sustainable Development in Cambodia 2030.
- Continue to implement the Roadmap on Global Action Responsive to Children's Underweight 2030.
- Continue to implement the joint statement of the Submit on Food System conducted by the UN in New York on 23 September 2021.
- Continue to implement the joint statement of the Submit on Nutrition for Growth conducted by Japan government in Tokyo on 8 December 2021.
- Continue to strengthen the management of information and knowledge systems on FSN by regularly updating and updating the FSN website (www.foodsecurity.gov.kh) and regularly updating the Facebook page: Information System Office) (<https://web.facebook.com/fsncu2016>) and Facebook Page: General Secretariat of the Council for Agricultural and Rural Development.
- Continue to build capacity to all relevant stakeholders at national and sub-national level on FSN.
- Continue to organize the National Nutrition Day on November 6 annually and
- Continue to monitor and evaluate the FSN.

4.23 The MOSVY will continue to implement the following key activities:

- Continue the new social assistance program and expand the coverage of the existing programs to increase additional protection to the poor and vulnerable groups through the continuance of the protection programs for pregnant women and children under 2 years old, study the development of the cash support program as a family package for the victims and vulnerable groups.

4.24 The MOP will continue to implement the following key activities:

- Increase the fortification of micro-nutrients into other compatible food and ensure the adequate safety quality and quantity as the demands.
- Promote the fortification of each quantity of the micro-nutrients into the national standard list.
- Continue to formulate strategies and technical guidance on micro-nutrient fortified food in all forms.
- Continue to expand and strengthen the micro-nutrient fortification in basic food and ensuring the quality and safety and adequate amount in needs and continue to enforce the existing legal regulations.
- Continue to promote the micro-nutrient fortification into food at all levels and ensuring the quality, safety, and adequate amount in pursuance with the international standard.
- Continue to disseminate the understanding on significance of consuming food with the micro-nutrient fortification such as salt, fish sauce, soy sauce, and rice at the national and sub-national level.
- Continue to control the quality, safety, production, packaging, distribution, consumption of micro-nutrient fortified food (iodized salt, ironized fish sauce and soy sauce).
- Continue to coordinate with the salt producers in Kampot and Kep to fortify iodine into the salt after the salt producer communities in Kampot and Kep were completed in 2019.

- Continue to cooperate with WFP to expand micro-nutrient fortification into rice program and with HKI to research on B1 fortification into iodized salt.

CLEAN WATER

4.25 The MISTI will continue to implement the following key activities:

- Promote the adoption of the draft law "Management of Water Supply of the Kingdom of Cambodia" and related legal documents.
- Update the Water Supply Policy.
- Continue to strengthen the progress of the Public Water Supply Authority.
- Strengthen water management data and statistics management.
- Improve technical capacity and water quality management.

3.4 Gender and Social Protection

4.26 The MOWA will continue to implement the following key activities:

- Implement and disseminate laws, policies, the Neary Rattanak Strategic Plan-V, action plan.
- finalize the draft National Policy on Gender Equality and seek approval from the Royal Government.
- Finalize the draft National Guidelines on Gender Mainstreaming by Sector.
- gender mainstreaming in climate change, disaster management and green development.
- Expand the opportunities for a friendly environment to develop technical and professional skills to enhance the family economy, especially in rural communities; to develop women's micro, small and medium business enterprises; to develop the functions of the Women's Development Center, and to establish Women's Entrepreneurship Development Centre in accordance with context of the Fourth Industrial Revolution and the digital economy in the post COVID-19 economic recovery framework.
- Promote the participation of women and girls in education and skills in line with the context of the labor market and advanced education, especially those related to science, technology, engineering and mathematics education.
- Promote social morality and women's values by strengthening the implementation of parenthood programs, a culture of non-violence, promoting the law enforcement and implementation of strategic plans to prevent all forms of violence against women and children, as well as promoting the well-being of women and girls, especially in the social protection framework.
- Promote women in leadership in the public, political and private sectors, and especially in the upcoming 2022 Commune / Sangkat Council elections.
- Disseminate and monitor the implementation of national laws related to women, national policies, key recommendations of the Samdech Techo Prime Minister and Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).
- Extend coverage in providing services to women and children victims by violence related to gender and mixed service delivery places to the victims at provincial hospitals through multi-sector response working groups at all levels.
- Expand regional cooperation within the ASEAN community and globally in promoting the rights of women and children, especially Cambodia as the chair of the ASEAN Committee on Women 2021.
- Improve capacity development and efficiency of the institution in accordance with the evolution and emerging need of the society in real life, especially in the context of during and after the COVID-19 crisis.

4.27 The MOSVY will continue to implement the following key activities:

- Continue the new social assistance program and expand the coverage of the existing programs to increase additional protection to the poor and vulnerable groups through the continuance of the protection programs for pregnant women and children under 2 years old, study the development of the cash support program as a family package for the victims and vulnerable groups.
- Solve the problem of homeless people by providing psychological education, counseling, health care, rehabilitation, vocational training, creating opportunities for rehabilitation and integration into society based on the principles of respect for human rights.
- Implement good family development programs, positive parenting, prevent domestic violence by focusing on education and national policy on family protection, organizing Family International Day on May 15, gender mainstreaming at national and sub-national levels.
- Provide rehabilitation to victims by human trafficking, juveniles who are in conflict with the law and victims of drug abuse.
- Continue to strengthen the system and quality of child protection services by focusing on the creation and launch of a national database to manage data on vulnerable and vulnerable children.
- Increase the efficiency of providing welfare services for the disabled and promote the rights of persons with disabilities by focusing on the organization of a clear database on the management of persons with disabilities, vocational training and job creation for the disabled, facilitating and urging ministries, public institutions and private enterprises to implement their obligations to recruit people with disabilities; built facilities for people with disabilities to make easier mobility and encourage the sports movement and arts for people with disabilities.
- Strengthen the activities of the Association of the Elderly in Communes/Sangkats by focusing on providing technical support to the Association of the elderly, strengthening the capacity of the Cambodian National Committee for the Elderly and the Sub-Committee for the Elderly at the Capital and Provincial Levels, and revising the Statute of the Elderly Association and its principles, Guidelines on the Establishment and Management of Elderly Associations.
- Promote the implementation of the National Policy on the Elderly 2017-2030 and
- Cooperation with the National Social Security Fund (NSSF) to provide health insurance services for former civil servants.
- Continue to adjust the social security system by reducing the gap between the pension of the national police and the soldiers of the Royal Cambodian Armed Forces and increasing the social security system for veterans and their dependents.
- Provide all kinds of rehabilitation services and health care subsidy to people with disabilities.

4.28 The MOP will continue to implement the following key activities:

- Coordinate with LMs/LAs to monitor the implementation of the National Population Policy 2016-2030 through the implementation of NPP Action Plan Phase III 2022-2024 to reflect the challenges and responsive measures affecting the demography deriving from the impacts of the COVID-19 pandemic. In addition, the implementation of Action Program of the International Conference on Population and Development will be strengthened.
- Continue to strengthen the institutional mechanism and coordinate the implementation of the commitment of the RGC's population-based development through the organization of political consultations to increase awareness on political impacts of the development financing and national budget allocation for investment and development on the priority sectors in the future.
- Formulate the MTR 2023 of NPP, reflecting the progress, challenges, and impacts of the demographic changes on socio-economic development in the new context considering the risks of COVID-19 and diseases and other possible global events.

IV. ECONOMIC DIVERSIFICATION

4.1 Improved Logistical System and Enhanced Transport, Energy and Digital Connectivity

4.29 The MPWT will continue to implement the following key activities:

- Continue the procedures in developing the relevant laws such as Law on Wastewater and Sewage System, Law on Port, Law on Water Transport, Amendments of the Law on Road Traffic and other legal documents.
- Draft master plan on multi-modal transport system connection and logistics.
- Organize short, medium and long term training programs to strengthen the capacity of civil servants and technicians to implement construction projects.
- Develop intelligent vehicle identification number (VIN) analysis function of vehicle registration system to retrieve vehicle information according to international standards.
- Establish a National Committee for the Management of Road Fields to Prevent Illegal Occupation and Use of Forage Roads.
- Promote the construction, repair and maintenance of existing road infrastructure and the development of new, modern, high quality in response to environmental sustainability and international excellence to ensure all-season traffic throughout the country and connect regionally and globally.
- Rehabilitate and construct the road infrastructure to support the RGC's policies especially the Industrial Development Policy.
- Rehabilitate the railway transport sector.
- Amend the Prakas on the conditions and procedures for issuing driver's licenses.
- Continue to implement training plan on traffic safety.
- Strengthen the management and registration of inland vessels, as well as other related work in the provincial departments of public works and transport with waterways through the dissemination and guidance to enforcement officers and operators.
- Continue to promote and coordinate the implementation of the Cambodia-Vietnam Agreement on Inland Water Transport 2009 in the context of COVID-19.
- Strengthen the quality of the laboratory in accordance with ISO/IEC17025.
- Continue to study the Free Port Concept for Sihanouk-ville Autonomous Port.
- Implement the development project at LM17 container terminal, at KM 6 Satellite Terminal (KM6), Tonle Bit Port (UM2), Koh Roka Port and other locations, including port infrastructure expansion and equipment in order to enable and expand the scope of cargo loading at the above port locations and International Tourism Port Development Project at TS3 Multi-Purpose Port for Phnom Penh Autonomous Port.

4.30 The SSCA will continue to implement the following key activities:

- Increase more the number of national and international air travellers
- Improve the service quality and develop civil aviation infrastructure to ensure safety and security for air transport operations.
- Draft agreements between SSCA-CATS, Cambodia-China, Cambodia-Laos and Cambodia-Thailand on the cooperation to provide search and rescue services.
- Continue to request an amendment to the memorandum of understanding between the State Secretariat of Civil Aviation of the Kingdom of Cambodia and the Air Accident Investigation Bureau of Singapore on cooperation relating to aircraft accident and incident investigation and
- Continue to train human resources in civil aviation skills in accordance with the standard level of the International Civil Aviation Organization (ICAO).

- 4.31 The MPTC will continue to implement the following key activities:
- To advance the postal sector to ensure improved postal services quality and protection of the interests of consumers through the formulation of policy frameworks, laws and regulations, as well as the promotion of services and products innovation, diversification, modernization, use of digital technology and expansion of postal network closer to the people to support e-business and digital government's public services.
 - Promote the development and deployment of Fiber-Optic Backbone network infrastructure, broadband, and the expansion of mobile coverage by encouraging private sector investment and using Universal Service Obligation (USO) mechanisms to further bridge the digital gap especially in rural areas through increasing the efficiency of telecommunication scarce resource management, strengthening user's right protection, preventing distraction, ensuring public health safety and promoting quality of services to reduce digital gaps.

4.2 Development of Key and New Sources of Growth

- 4.32 The MOT will continue to implement the following key activities:
- Reforming Cambodia's tourism sector into a quality, safe and sustainable tourism destination by recovering the number of international tourists and boosting domestic tourism activities. Roadmap on the plan to rehabilitate and promote Cambodia's tourism during and post Covid-19 pandemic was implemented in three phases, including:
 - Phase I: (Resilience & Restart) the Covid-19 pandemic management in the new routine (New normal) phase and planning for recovery (2021)
 - Phase II: (Recovery) the rehabilitation of Cambodia's tourism post Covid-19 crisis (2022-2023)
 - Phase III: (Relaunch) preparing for the new future of Cambodia tourism (2024-2025)
 - The action plan for 2021 on the implementation of the roadmap on the rehabilitation and promotion of tourism during and post covid-19 pandemic focuses on three strategies: 1. Economic assistance to the private sector and employment, 2. Promote domestic tourism and prepare to receive international tourists, especially tourists under management, 3. Reorganize tourism governance mechanism by launching 23 strategic activities for 105 detailed strategic activities. The activities for 2021 are the foundation for supporting tourism development in 2022-2023.
 - The adoption of the roadmap for the rehabilitation and promotion of Cambodia's Tourism during and post COVID-19 pandemic 2021-2025 is now a period when the RGC has been intensifying its vaccination campaign and strengthening the COVID-19 pandemic control mechanism in the community. Moreover, the continued implementation of COVID-19 vaccinated tourist package on 31 May 2021 for restoring tourism sector and economy at the prioritized tourist attractions, which are safe and low risky or risk-controlled.
 - At the same time, "Strategic Plan on Welcoming Vaccinated Tourist" was developed to be ready to welcome the vaccinated tourists based on the situation and management of the COVID-19 pandemic. This plan covers the monitoring of the risks of key tourist markets for Cambodia in welcoming the vaccinated tourists, selecting tourist attractions for opening step by step, and managing the tourist flows before arrival, while arriving, during the stay and after leaving Cambodia. In addition, the plan also takes into account ensuring safety and providing creditability to the tourists during their stay in Cambodia by all tourism businesses and activities should follow the RGC's measures and principles.
 - While the RGC announced the opening the country to welcome the international tourists by easing the conditions of travel by not requiring the quarantine, releasing the campaign "Domestic travel under the motion of loving nation, recognizing territory" in order to promote internal tourists through easing the people traveling countrywide with safety and joy. In this context, Internal Tourist Movement Promotion Measure 2021-2023 was officially endorsed on 23 October 2021 along with administration measure, health measure, tax measure, and non-tax measure, in total

of 35 measures in order to achieve 5 goals (1) promoting reliability and creditability of the internal tourists, (2) promoting the reopening of the tourist business or operation in new path, (3) easing the internal tourism, (4) developing tourist products serving internal tourism, and (5) disseminating, educating and mainstreaming public awareness.

- Efforts to promote through major events such as: 1. 2021 Southeast Asian Sailing Championships in Preah Sihanouk from 13 to 17 December 2021, 2. ASEAN Tourism Forum 2022.

4.33 The MME will formulate the National Petroleum Policy 2023-2030 and its action plan for the implementation by 2023.

4.34 The MOC will continue to implement the following key activities:

- Participate in developing and improving trade promotion policies and strategies in order to support Cambodian products and services for promoting in domestic and export to foreign markets.
- Disseminate trade promotion policies through trade events, workshops and exhibition activities.
- Research and collect inputs to compile as a document on Business Environment by Province.
- Develop the preparation of the overseas trade promotion forum and monitor the progress of the trade centers, which will be established or were already established.

4.35 The CDC will facilitate with line ministries and relevant stakeholders in promoting or effective implementation of Cambodia Industrial Development Policy 2015-2025. Based on the recommendations in the MTR of IDP implementation, the next steps of this policy implementation will focus on (1) continuing to strengthen the economic diversification and promote market diversification by paying more attention to the export to regional markets and increasing the productivity to meet the domestic demands, (2) introducing supporting measures to sustainable industrial development, and (3) increasing attention and strengthening SME development and management mechanisms.

4.36 The MCFA will continue to implement the following key activities:

- Continue to renovate infrastructure and enhance beauty of cultural heritage sites in order to attract tourists and to ensure sustainable development.
- Continue to research new performing arts and produce and promote the production domestic movies and organize important events and programs to support and promote the stakeholders in the private sector and CSOs to actively play their roles in the cultural and economic creativity industry through creating new cultural goods and services.
- Continue to develop human resource in the field of arts and culture to develop knowledge, skill and job creation in culture in order to contribute to socio-economic development and poverty reduction.

4.3 Preparing for Digital Economy and the Fourth Industrial Revolution

4.37 The MPTC will continue to implement the following key activities:

- Design and improve digital connectivity infrastructure to ensure the quality, efficiency, and security of network connectivity, storage, processing, and data sharing as a basis for supporting development, management, and use of digital government systems.
- Establish and strengthen digital security infrastructure to ensure high security and safety for operational management and use of digital systems or technologies, which are the foundation for building trust and confidence in digital government systems.
- Establish digital government governance to develop and improve the legal framework and relevant regulations and formulate a standardized digital government following the principles, norms, models, evolution of technology, and national and international

excellence, which will serve as a basis for an effective, efficient and secure digital government that contributes to the building of a strong and vibrant digital economy and society.

- Government and public services digital transformation aims to improve the internal administration service (G2G), to simplify and increase the efficiency of the government administration by strengthening the relation and collaboration of ministries, institutions, and sub-national administrations, changing the way paperwork is done from paper-based to electronic-based and improving the working environment of ministries, institutions, and sub-national administrations through digital technology.
- Building digital human capital will focus on the building the capacity for the management and officials of all LMs/LAs in using digital technology serving the development, management, and using of digital government system effectively, with quality and in response to the people's needs.

4.38 The MOC will continue to strengthen the capacity of officials to use ICT both techniques and equipment to perform their work from distance, create and increase information technology tools serving trade following the digital economy and industrial revolution 4.

4.39 The MISTI will continue to implement the following key activities:

- Promote and improve the business and investment environment, including: improving the quality and efficiency of regulatory systems, promoting public-private partnerships.
- Promote more national standards for industrial, service and agricultural products to sustainably improve the quality of local products and maintain safety and participate in protecting the environment, social security, protecting public welfare and competition.
- Prepare, identify, promote and collaborate on national technology transfer among academic and research institutions

4.40 The Ministry of Information will continue to implement the following key activities:

- Continue promoting the national media and encourage the private media to expand their media potential and scope of coverage effectively in the country, region and continents in order to provide quality and equitable information, education and entertainment to Cambodian people in all parts of the nation and the world to promotion of Khmer national identity and prestige of the Kingdom of Cambodia on the international arena.
- Develop a plan to modernize the technical equipment for the national media (National Radio of Cambodia, National Television of Cambodia and Agnese Kampuchea Press) in response to the necessary requests for dissemination as the official voice of the nation.
- Continue promoting the construction of sub-national radio and television stations in the provinces, giving priority to the provinces in the northwest and northeast of the country and
- Promote the capacity building for the sub-national production and information officers.

4.4 Promotion of the Development of Banking and Financial Sector

4.41 The NBC will continue to develop prudent monetary policy instruments and promote the use of KHR in the economy. Additional time is needed for finalizing the draft law on "Special Resolution" with the possibility to finalize within second semester of 2022. Enacting laws requires time considering it has to undergo due diligence and accordingly must develop corresponding regulations for implementing the law. Thus, the timeframe for the special

resolution regime is estimated for 2026. Meanwhile the NBC created a post COVID-19 exit strategy working group to prepare necessary procedures move from COVID-19 pandemic crisis.

Table 4.2: Key Indicators and Targets 2021-2023

Indicators	Unit	2021	2022	2023
Inflation	%	2.6	2.4	2.5
Exchange rate	KHR/USD	4,100	4,100	4,100

Source: NBC

Table 4.3: Indicators and Targets in Banking Sector 2021-2023

Indicators	Unit	2021	2022	2023
Asset	Trillion KHR	237.59	268.41	299.56
Loan to Customers*	Trillion KHR	150.02	175.35	200.33
Deposit from Customers**	Trillion KHR	141.48	160.71	180.33
Paid-up Capital	Trillion KHR	25.78	29.27	32.75
Deposit in KHR***	Trillion KHR	13.71	17.53	21.37
Deposit in Foreign Currencies***	Trillion KHR	128.92	146.88	164.70
Liquidity Coverage Ratio (LCR)	%	160.0%	165.0%	150.0%
Solvency Ratio	%	23.0%	22.0%	20.0%
Non-performing Loan Ratio (NPLs)	%	2.5%	4.0%	2.8%

Source: NBC

* Loans to Customers (excludes loans to non-resident customers, and excludes loans to banks and OFIs)

**Deposits from Customers (excludes deposits from banks and OFIs)

***Deposits (includes deposits from banks and OFIs)

Table 4.4: Indicators and Targets in Microfinance Sector 2021-2023

Indicators	Unit	2021	2022	2023
Asset	Trillion KHR	39.04	43.90	48.77
Loan to Customers	Trillion KHR	33.79	39.69	45.63
Deposit from Customers	Trillion KHR	16.89	18.68	20.55
Paid-up Capital	Trillion KHR	4.45	5.44	6.39
Deposits in KHR	Trillion KHR	1.68	1.62	1.59
Deposit in Foreign Currencies	Trillion KHR	13.35	12.90	12.67
Liquidity Coverage Ratio (LCR)	%	170.0%	160.0%	150.0%
Solvency Ratio	%	23.0%	20.0%	21.0%
Non-performing Loan Ratio (NPLs)	%	3.2%	3.5%	3.1%

Source: NBC

V. PRIVATE SECTOR AND JOB DEVELOPMENT

5.1 Job Market Development

4.42 The MOLVT will continue to implement the following key activities:

- Continue to implement the 10 recommendations of the Samdech Prime Minister.
- Continue to efficiently and effectively implement the 5 priority strategies set in the Labor and Vocational Training Strategic Development Plan 2019-2023 and other relevant policies.
- Be ready to participate with the government to implement the Economic Recovery Plan during and post COVID-19 pandemic, especially in the sectors easily affected by the COVID-19 pandemic.
- Continue to conduct inter-ministerial inspection and modernize the inspection by using IT information system and risk levels of the factories and enterprises as basics in inspection in all factories and enterprises 1 time a year and ensure the

effectiveness, quality and transparency of the service delivery by placing all the services in the information technology platform.

- Continue the minimum wage council mechanism to ensure the harmonization of minimum wage and other benefits negotiation acceptable by all parties and continue to cooperate with partners, especially ILO in studying the expanding the coverage of the minimum wage.
- Continue to promote the dissemination and organize trainings on the awareness of labor rights, Law on Unions and other legal documents to the employees and employers.
- Continue to research, cooperate and consult with all parties in drafting the Law on Safety and Work Health, National Policy on Safety and Work Health, Law on Technical and Vocational Education and Training and review the amendment of relevant laws and legal documents following the current socio-economic development.
- Continue to strengthen the work conflict resolution mechanism to respond to the demands of all conflict parties and pilot the individual conflict resolution by the Arbitrary Council and enforce the vocational organization's freedom in compliance with the existing legal documents and international conventions ratified by Cambodia.
- Continue to strengthen the Secretary General of the Committee for Solving All Forms of Strikes and Demonstrations with effective implementation of the RGC's circular, directives, and Resolution of All Forms of Strikes and Demonstration Plan 2020-2024 to ensure peace, political stability and vocational relation harmonization.
- Change the factories or enterprises to be a happy community of the employees with competencies, good working conditions, productivity, work attitude, social responsibility and vocational relation harmonization by providing the certificates to the factories or enterprises following the set criteria.
- Strengthen and expand the coverage in providing job services and job market information as well as the job and career counselling to match and respond to labor force demand in the job market by increasing partnership with the private sector.
- Continue to implement the Law on Social Security Fund and prepare relevant legal documents to implement this Law by expanding the implementation of social security fund, quality and efficiency of the services and introduce the social security fund for the retirees in 2021.

5.2 Small and Medium Enterprise and Entrepreneurship

4.43 The MISTI will continue to implement the following key activities:

- Continue to support and encourage large, small, medium enterprises and handicrafts to jointly overcome the COVID-19 crisis, especially focusing on manufacturing enterprises, the food and beverage industries and the production of materials used to protect and prevent COVID-19.
- Continue to implement investment mobilization strategies that use modern technology, especially in agro-industrial production and processing, which is a potential source of domestic resources for export and production instead of imports to increase economic diversification.
- Promote industrial diversification through technology transfer and investment attraction to integrate into regional and global production chains and value chains for the goals of the Cambodia Vision 2030 and 2050.
- Promote the safety and quality of local products
- Continue to implement the Cambodian Industrial Development Policy 2015-2025
- Promote and improve the business and investment environment, including: improving the quality and efficiency of regulatory systems, promoting public-private partnerships
- Capacity building for small and medium enterprises and handicrafts

4.44 The MOC will continue to promote education and training on gender mainstreaming in trade and capacity building for the private sector and stakeholders, both domestic and abroad, to create awareness and contribute in supporting trade development in line with the Rectangular Strategy phase IV of the sixth mandate of the Royal Government of Cambodia and continue to facilitate with the private sector to expand domestic markets through strengthening and expanding the buy-sale contracts and export to foreign markets and to coordinate with SMEs in preparing investment plans to develop the SMEs' business operation.

4.45 The CDC will cooperate with line ministries and agencies to accelerate the preparation of draft Sub-decree on the implementation of Law on Investment in Cambodia to include provisions related to criteria and production items for SMEs in priority sectors which grant the incentives in order to promote industry connecting raw material supply network (Backward Linkages) which will contribute to increasing the productivity of local industry in pursuance with the Law on Investment in Cambodia, launched on 15 October 2021.

5.3 Arrangement and Implementation of Public Private Partnership

4.46 The MOC will continue to implement the following key activities:

- Prepare to establish chamber of commerce and coordinate in creating business associations at the provinces and disseminate the roles, duties and benefits of the chamber of commerce and business association for business operation development.
- Research and mark the demographic product locations potential on the value chain development.
- Promote the linkage between buyers, refiners, exporters, and other stakeholders related to planters and cooperate with LMs/LAs to solve conflicts between the employees and the employers.

5.4 Enhancing Competition

4.47 The MOC will continue to strengthen the implementation of the law on quality control, safety of products and services, law on consumer protection, Competition Law and other related legal documents, provide consultations and business conflict solutions through mediation with businessmen and facilitation with trademark national centers.

VI. INCLUSIVE AND SUSTAINABLE DEVELOPMENT

6.1 Promotion of Agriculture and Rural Development

4.48 The MOC will continue to implement the following key activities:

- Facilitate with the public sector, private sector and partners implementing market promotion projects for small-scale agriculture in promoting and accelerating the implementation of project activities to achieve the indicators and plans of the project on increasing quantity, quality and refining of key agricultural products.
- Prepared withdrawal/completion mechanism or strategy of the market promotion projects for the small-scale agriculture to ensure the sustainability, ownership when the project completes through duty transfer and responsibility at the sub-national level.
- Study the preparation and implementation of the rice production promotion and milled-rice export projects in the cooperation concessional credit framework from the Republic of China.

- 4.49 The MRD will continue to implement the following key activities:
- Rehabilitate and constructing rural roads.
 - Improve rural roads to DBST or concrete to be resilient with climate change.
 - Maintain the rural road periodically.
 - Prepare road inventory, rural road maps and putting traffic signs.
 - Build and repair all types of wells, community ponds, rainwater ponds, all types of community water distribution systems, small scale irrigation systems.
 - Establish rural water supply and sanitation programs.
 - Build latrines and hand washing facilities at schools in rural areas.
- 4.50 The CMAA will continue to implement the following key activities:
- Organize meetings with the Ministry of Economy and Finance, the Ministry of Agriculture, Forestry and Fisheries, the Ministry of Public Works and Transportation, the Ministry of Environment, and other stakeholders to include demining projects in the projects to be carried out by those ministries.
 - Release the Mine-Free Village Guideline to mobilize funding from the private sector and philanthropists.
 - Organize meetings with any embassies based in Cambodia to promote the mine action sector and explore the possibility of mobilizing more resources.
 - Continue to implement the mechanisms as outlined in the National Mine Action Strategy 2018-2025.
- 4.51 The MAFF will continue to implement the following key activities:
- Organize large-scale and effective campaigns to inspire local farmers with the potential for agricultural production to grow food crops, animal husbandry and aquaculture in accordance with the rules of modern agricultural techniques.
 - Accelerate the implementation of the necessary action plans in emergencies in response to increase food production with quality and safety in order to contribute to increase employment opportunities and income for rural people as well as workers who have just returned from abroad.
 - Increase the emergency response activities in the ongoing projects to solve water problems by using water-saving systems, helping to dig and restore ponds, ponds and wells, etc.
 - Provide trainings such as techniques, good agricultural practices, and financing to farmers in all forms, including the establishment of new farms, as well as support and expansion of fast-growing food production, etc.
 - Promote animal husbandry, ensure the supply of meat and animal products to meet the food needs of the people by organizing campaigns to inspire farmers who raise animals as a family to increase animal husbandry with short production cycles and solve security problems in a timely manner.
- 4.52 The MOWRAM will continue to implement the following key activities:
- Improvement of administration management and human resources development.
 - Water resources management and development include irrigation hegemony implementation.
 - Flood and Drought management.
 - Water resources and meteorology information management.
 - Water sustainability and conservation.

SUSTAINABLE DEVELOPMENT OF THE MEKONG RIVER BASIN

4.53 The Cambodian National Mekong Committee has approved its Strategic Plan 2021-2025, which will be implemented to continue to promote and strive for more effective and successful implementation in the mission to contribute to the development and effective management. Water and related resource sustainability in the Mekong Basin, covering six strategic priorities, i.e. (1) Improving the Effectiveness of Coordination, (2) Strengthening

Cooperation and Partnerships, (3) Strengthening Institution and Human Resources, (4) Conducting Studies, Researches and Project Formulation and Implementation, (5) Awareness Raising and Dissemination, and (6) Monitoring and Evaluation.

CLEAN WATER SUPPLY AT URBAN AREAS

4.54 The MISTI will continue to implement the following key activities:

- Promote the adoption of the draft law "Management of Water Supply of the Kingdom of Cambodia" and related legal documents.
- Update on water supply policy.
- Continue to strengthen the progress of the Public Water Supply Authority.
- Strengthen water management data and statistics management.
- Improve technical capacity and water quality management.

ONE VILLAGE ONE PRODUCT

4.55 The OVOP National Committee will continue to implement the following key activities:

- Enhance work performance by changing staff's attitude to a new normal in the context of the COVID-19 Pandemic in order to facilitate daily work smoothly and effectively.
- Promote the local production's standard has been delayed to 2023 due to the outbreak of COVID-19 and reduction of annual budget for support OVOP activities.
- Update the first five-year OVOP strategic plan, 2019-2023.
- Develop quality assessment of local products in context of OVOP.

6.2 The Sustainable Management of Natural Resource and Culture

4.56 The MOE will continue to implement the following key activities:

- Maintain and promote ecological and cultural values in natural protected areas.
- Promote the joint work and support from local community to manage the conservation of natural protected areas.
- Develop new creativity and ideas for conservation and development. Create opportunity for sustainable ecotourism and financial mechanism.
- Provide actual information in time to manage the natural protected areas effectively.
- Strengthen effective management of natural protected areas and cooperate in partnership with the government agencies, local authority, conservation NGOs and development partners.
- Strengthen the protected areas management to eradicate the anarchy in those areas, eliminate the illegal natural resource exploitation, and control the land encroachment for use and illegal forest ownership.
- Strengthen biodiversity protection, ecological system, sustainable natural resource utilization both inland and marine water for the benefits of all citizens now and in the future. The Ministry of Environment continues to strengthen the quality protection of environment and sustainable conservation of natural resources in ecological system with the participation from relevant institutions and individuals, particularly the local community, private sectors, NGOs, CSOs, strengthen the national and sub-national institutions and legal framework related to environment and natural resource management to ensure the use of natural resources for sustainable socio-economic development and promote the development of the natural tourism contributing to the environment and natural resource protection.
- Review the structure of natural protected areas management in consistent with decentralization policy of the Royal Government of Cambodia.
- Prepare strategy to increase forest cover through reforestation.
- Enhance the management of the green belt by strengthening the management of community in the natural protected areas.

- Improve conservation capacity and natural resource protection in natural protected areas.
- Identify the priority activities to monitor and check water and air quality at the easily contaminated areas.
- Identify the pollution sources as the priority targets in checking and enforcing the law and monitoring the implementation of the environmental management
- Identify the priority activities to strengthen solid waste management the sub-national level.
- Continue to study and collect the data of the ancient sites, cultural heritage sites and fossils, which are potential inside and outside the protected areas and proposed to establish them as the cultural and natural heritage sites.
- Continue to develop the Sok An Phnom Kulen Orchid Research and Conservation Center.

4.57 The NCDM will continue to implement the following key activities:

- Develop legal documents to complete the process of implementing the law on disaster management and disseminate the legal documents to relevant ministries and institutions and disaster management committees at all levels.
- Develop disaster preparedness plans at the national level and develop guidelines to improve disaster preparedness plans at the sub-national level and pilot in some target provinces.
- Update on climate change strategic plans for disaster management and provide guidance to support the integration of disaster risk reduction into national and sub-national development planning processes.
- Develop disaster risk assessment tools and approaches to implementing disaster risk reduction at the sub-national level, as well as research and develop strategies for action plans for climate risk and disaster management.

4.58 The MOCFA will continue to implement the following key activities:

- Restore and conserve ancient constructions that already in restoration progress and other new ones such as temples, Buddhist temples, ancient bridges, and other ancient constructions
- Repair, conserve and manage artifacts and ethnographical objects
- Implement main activities such as cleaning and tidying important ancient sites, searching and identifying new ancient sites, and posting protecting pillars around ancient sites, etc.
- Draft important legal documents such as draft of Law on the Protection of Cultural Heritage (amendment) and draft of Sub-Decree on the Organization and Management of Koh Ker Temple Site and continue the research on the effectiveness and impacts of legal document on the management of cultural heritage constructions, etc.
- keep high attention and collaboration with the communities to provide training and to organize joint performances including the continuation of strengthening cultural protection of important communities and
- Prepare proposal documents to register tangible cultural heritage into World Heritage List of UNESCO.

6.3 Strengthening Urban Planning and Management

4.59 The MLMUPC will continue to implement the following key activities:

- Promote the implementation of the plan of immovable property registration to reach 96% by 2022 and reach 100% by 2023 of the estimated total number of 7 million land parcels.
- Promote collective land registration of indigenous communities for 10 communities per year.
- Promote the registration of state land which is the subject of the remaining 70 ELCs and other state lands.
- Promote the completion the construction of administrative boundary maps, infrastructure maps and current land use maps.
- Continue to mobilize the private sector, non-governmental organizations and all stakeholders to invest in the construction of affordable housing for sale or rent to

middle- and low-income people and climate change adaptation housing for poor and vulnerable families

- Continue to cooperate with the provincial administration in finding land to distribute to the poor, landless and landless and former members of the Armed Forces and their families for housing and family agriculture
- Promote registration of companies and individuals, as well as other services through the online IT system and
- Continue to prepare relevant legal documents and technical regulations to support the implementation of the construction law.

6.4 Environmental Sustainability and Pre-emptive Response to Climate Change

4.60 The MOE will continue to implement the following key activities:

- Ensuring the consistency on the development of the priorities of the national sustainability policies, plans and programs and aligning the priorities of the policies, plans and programs with national, regional and international policy instruments to which Cambodia is a member.
- Promoting research and development in science, technology, innovation, human resource building, awareness raising, the use of green and nuclear technology for peaceful purposes to support sustainable development.
- Enhancing and improving policies and legal instruments to increase the contribution of renewable energy in Cambodia's energy mix and energy efficiency
- Promoting resilience to climate change and facilitating for the progress of building a low-carbon society, including attracting the private sector in climate-smart investments.
- Increasing national budget allocation for climate change responses
- Sustaining the full functions and roles of biodiversity resource, biosafety and ecosystem, including the implementation of ecosystem services payment mechanisms.

CHAPTER V

COSTS, RESOURCES AND PROGRAMMING

5.1 This chapter shows the resource required for investment to achieve the targets in NSDP 2019-2023 for the remaining half period of the plan.

5.2 The RGC has decided to reduce a lot of expenditure items including the investment due to the challenges of the COVID-19 pandemic in order to prevent the pandemic in Cambodia, especially to purchase vaccines for the people and to treat the COVID-19 patients. Moreover, the tax revenue has also declines as most of the business operations were paused.

5.3 For the remaining period of the NSDP, the RGC will require the total capital investment of 27,871 USD (113,156 Billion KHR).

- Capital investment of public sector is 7,706.5 million USD (31,288 billion KHR) of the total investment.
- Capital investment of the private sector is 20,165.5 million USD (81,871.0 billion KHR) of the total investment.

Table 5.1: Investment Required to Achieve GDP Growth Rate Targets and Potential Sources of Financing the Needed Investment
(million USD)

Financing Sources	2021/July 2021	2022	2023	Total July 2021-2023
Total Capital Investment	10,158/5,079	10,867	11,925	27,871
• Public Investment	2,953/1,476.5	2,968	3,262	7,706.5
• Private Investment	7,205/3,602.5	7,899	8,664	20,165.5

Source: MEF (August 2021)

Note: Exchange rate 1 USD = 4,065 KHR

5.4 The RGC will continue to strengthen and expand its cooperation with DPs, particularly the DPs who always provide supports to the development in Cambodia such as technical assistance, equipment, finance, etc. Due to the decline of official development finance, especially grants, the role of the private sector should be recognized more widely and played as the domestic public finance.

5.5 The RGC will strengthen and improve the consistency between the development plan preparation, including M&E, with the public expenditure execution as well as other cooperation finances through implementing the Public Finance Management Reform Program. To ensure the alignment, the linkage between planning and budgeting should be done between the planning (set in the NSDP and the 3-year rolling PIP, MOP's responsibility) with the revenue and investment preparation (set in the BSP, the MEF's responsibility).

5.6 The RGC will extend its coverage and use of the Public-Private Partnership (PPP) in providing investment requirement by paying attention to key infrastructures. The use of PPP mechanism contributes to reducing burden on capital resources and granting the participation from the private sector in delivering public services to achieve the development goals.

5.7 The RGC will accelerate its efforts to integrate the process of 3-year rolling PIP preparation and investment preparation within the cycle of BSP (under the Public Finance Management Reform Program).

5.8 The RGC via MOP will improve the quality of the 3-year rolling PIP, which is a tool to implement the policy priorities in the NSDP. This will help ensure that: additional recurrent expenditure requirements of the proposed projects are fully taken account of in annual budgets and the projects included in the PIP are more clearly prioritized. The MEF and LMs/LAs will ensure that only those programs and projects in the PIP are considered for funding within Budget Strategic Plans. The RGC, via the CDC and LMs/LAs, will ensure that resource mobilization activities are also focused on seeking funding for these programs and projects in the 3-year rolling PIP.

CHAPTER VI

MONITORING AND EVALUATION

I. INTRODUCTION

6.1 The NSDP 2019-2023 emphasizes the importance of establishing a comprehensive Monitoring and Evaluation (M & E) system to enable policy makers to measure progress toward achieving development objectives. The NSDP 2019-2023 outlines a Results Framework (RF) that employs a result Chain approach to assess linkages across Input, Output, Outcome and Impact. The NSDP 2019-2023 consists of core indicators and additional indicators for measuring progress toward policy objectives identifying that the Results Framework establishes a foundation for developing a comprehensive, whole-of-government M&E system. The core and additional indicators in NSDP 2019-2023 are used for monitoring and evaluating the progress in the sectors.

6.2 The MTR 2021 of the NSDP 2019-2023 recognizes that the institutional and human resources capacities required for implementing such a system on a sustainable basis need to be strengthened and emphasizes that the development of a comprehensive M&E system is a long-term process that will require sustained commitment and financing from the RGC as well as the relevant development partners.

II. ACHIEVEMENTS

6.3 **Governance Reform:** The MEF is making substantial progress in implementing Public Financial Reforms, including an emphasis on Program Performance-based Budgeting that establishes a solid basis for linking evidence-based policy making with resource allocation. The CDC has promoted the development of Joint Monitoring Indicators (JMIs) as a tool for Technical Working Groups to better track progress toward specific sector objectives.

6.4 **Information Management:** Management Information Systems (MIS) have been developed in certain Ministries, most notably MoH, MoEYS and MAFF. The MEF is also introducing a Financial Information Management System (FIMS) in targeted ministries as part of its PRM reforms. The MoI aims to eventually introduce MIS capacities at the SNA level as well. Such systems represent important progress in terms of data collection and management in support of administration and evidence based policy making. The MIS enable planners to track key indicators for monitoring progress toward sector objectives.

6.5 **Data Collection:** The MOP provides several periodic big data sources that enables planners to assess progress over longer periods of time. These include the censuses conducted every 10 years, i.e. General Population Census, Agricultural Census, etc. Cambodia Socio Economic Survey (CSES) conducted every 2 years, the Cambodia Demographic Health Survey (CDHS) conducted every 4 years, a Commune Database, particularly the established CSDGs Framework 2016-2030 and other in-depth analysis report for monitoring the progress of the NSDP 2019-2023 implementation.

6.6 **Institutional and Human Resource Capacity:** The MOP with cooperation with development partners, especially UNDP provided trainings on M&E to the officials at national and sub-national level.

III. CHALLENGES

6.7 **National M & E System:** Although some progress has been achieved in certain sectors to collect and report on data, progress is generally fragmented and uneven across

the government since LMs/LAs use different methodologies which are not guided by an overarching set of best-practice principles, complementary approaches, and shared terminologies.

6.8 Prioritizing M&E: M&E does not receive priority attention at LMs/LAs and is inadequately resourced from budget allocations. There is limited understanding among relevant personnel concerning results-based management, results frameworks, and M&E practices.

IV. NEXT STEPS

6.9 The RGC will establish a national M&E system to supplement the national statistical systems such as the National Population Census, Agricultural Census, Cambodia Socio-Economic Survey, Cambodia Demographic Health Survey, etc. as well as the sectoral MIS such as Health Information System (HIS), etc. This National M&E System will ensure the quality and creditability of the collected data and disseminate properly in compliance with standards and promote the data and information exchange in wide and transparency manner.

6.10 The RGC will accelerate the development of the National M&E System aligned the results framework with the program budget. This alignment will enable the planners and policy makers to analyse the economic benefits and better investment.

6.11 The RGC will ensure the sustainability in allocating budget and mobilising budget and technical assistance from development partners to support M&E tasks.

6.12 The RGC will strengthen the capacity of the relevant officials at LMs/LAs related to M&E tasks, especially the data analysis and interpretation.

CHAPTER VII

CONCLUSION

7.1 The RGC has made remarkable progresses for the half mandate of NSDP 2019-2023 implementation in key parts of the RS, IV although facing, solving and preventing the COVID-19 pandemic. Achieving these accomplishments is due to the smart leadership of the RGC and partnership in investment and development between the RGC, DPs, and CSOs as well as the investment of the private sector.

7.2 This report emphasises the attention on good governance, the core of RS IV, which facilitates and promotes efficiency, effectiveness, sustainability of the development processes and achievements. This report also illustrates the attention on implementing the priorities in the sectors to contribute to achieving the priorities in the four angles of the RS, IV (human resource development, economic diversification, private sector and job market development, and sustainable and inclusive development).

7.3 This report also shows that the RGC has created a comprehensive policy framework to provide directives for developing policies, strategies and other development plans such as Policy on Science, Technology, Engineering, and Mathematics Education, Policy on Rice Productivity and Rice Export, Industrial Development Policy, National Employment Policy, National Population Policy, Neary Rattanak V, etc.

7.4 This report recognizes that the RGC, DPs, and CSOs and private sector will jointly face the occurring challenges, especially the COVID-19 pandemic in the process of the country development. The global, regional, and domestic context is more complicated so that it requires to expand the investment to be more efficient, effective and sustainable.

7.5 This report shows progresses in capacity building, but more efforts are needed to achieve the capacity gap at the national and sub-national level for contributing to the achieving the national priorities.

7.6 Development trends show the requirement to expand and accelerate work on the development of M&E System. NSDP implementation with the changes of the development context requires to pay attention on result framework which can be strengthened by the creating a clear articulation between the result framework and budget program reform. The alignment of the inputs to the outcomes and impacts is very important for analysing economic benefits to the public investment.

7.7 For the remaining period of the NSDP 2019-2023, achieving the firm accomplishments within the timeframe as well as solving the challenges in the aspects of the rapid development in the country, the region and the world is very important for the country and the people. Cambodia will need to develop new resource sources as well as considering the mobilization of domestic revenue for financing the country development and maintaining the achieved socio-economic progresses and reaching the achievement of the national priorities and targets set in the NSDP 2019-2023.

ABBREVIATIONS & ACRONYMS

CMAA	Cambodian Mine Action Authority
CARD	Council for Agricultural and Rural Development
CIB	Cambodian Investment Board
CRDB	Cambodia Rehabilitation and Development Board
MAFF	Ministry of Agriculture, Fisheries and Forestry
MCS	Ministry of Civil Services
MOC	Ministry of Commerce
MOCFA	Ministry of Culture and Fine Arts
MOCR	Ministry of Cults and Religion
MOE	Ministry of Environment
MOEYS	Ministry of Education, Youths and Sports
MEF	Ministry of Economy and Finance
MOFAIC	Ministry of Foreign Affairs and International Cooperation
MOH	Ministry of Health
MOI	Ministry of Interior
MOJ	Ministry of Justice
MISTI	Ministry of Industry, Science, Technology and Innovation
MLMUPC	Ministry of Land Management, Urban Planning and Construction
MOLVT	Ministry of Labour and Vocational Training
MME	Ministry of Mines and Energy
MONASRI	Ministry of National Assembly-Senate Relation and Inspection
MOND	Ministry of National Defense
MOP	Ministry of Planning
MPTC	Ministry of Posts and Telecommunication
MPWT	Ministry of Public Works and Transports
MRD	Ministry of Rural Development
MOSVY	Ministry of Social Affair, Veterans, and Youth Rehabilitation
MOT	Ministry of Tourism
MOWRAM	Ministry of Water Resource
MOWA	Ministry of Women's Affairs
NAA	National AIDS Authority
NACD	National Authority for Combating Drugs
NBC	National Bank of Cambodia
NCDD	National Committee for Sub-National Democratic Development
NCDM	National Committee for Disaster Management
NIS	National Institute of Statistics
SSCA	State Secretariat for Civil Aviation
PIP	Public Investment Program
NSDP	National Strategic Development Plan
CSDGs	Cambodia Sustainable Development Goals
GDP	Gross Domestic Product
VDC	Village Development Committee
GPCC	General Population Census of Cambodia
CDHS	Cambodia Demographic and Health Survey
CSES	Cambodian Socio-Economic Survey
MIS	Management Information System
CDB	Commune Database
km	Kilometer
km ²	Square Kilometer
KWH	Kilo Watt Hour
M	Meter

M ³	Cube meter
NMC	National Malaria Center
Ha	Hectares

ANNEX II

**Royal Government of Cambodia
Websites of Ministries and Agencies**

No	Full Title of Ministry/Organisation	Website (www)
1	Cambodia Rehabilitation and Development Board	cdc-crdb.gov.kh
2	Cambodia Investment Board	cib-cdc.gov.kh
3	State Secretariat of Civil Aviation	civilaviation.gov.kh
4	Cambodia Mine Action Authority	cmaa.or.kh
5	Ministry of Industry, Science, Technology and Innovation	misti.gov.kh
6	Council for Agricultural and Rural Development	card.gov.kh
7	Ministry of Information	information.gov.kh
8	Ministry of Agriculture, Fisheries and Forestry	maff.gov.kh
9	Ministry of Culture and Fine Art	mcfa.gov.kh
10	Ministry of Economy and Finance	mef.gov.kh
11	Ministry of Foreign Affairs & International Cooperation	mfaic.gov.kh
12	Ministry of Land Management, Urban Planning & Construction	mlmupc.gov.kh
13	Ministry of Labour and Vocational Training	molvt.gov.kh
14	Ministry of National Assembly-Senate Relation and Inspection	monasri.gov.kh
15	Ministry of Commerce	moc.gov.kh
16	Ministry of Cults and Religion	mocar.gov.kh
17	Ministry of National Defence	mod.gov.kh
18	Ministry of Environment	moe.gov.kh
19	Ministry of Education, Youth and Sports	moeys.gov.kh
20	Ministry of Health	moh.gov.kh
21	Ministry of Interior	moi.gov.kh
22	Ministry of Justice	moj.gov.kh
23	Ministry of Planning	mop.gov.kh
24	Ministry of Social Affairs, Veterans and Youth Rehabilitation	mosvy.gov.kh
25	Ministry of Tourism	mot.gov.kh
26	Ministry of Women's Affairs	mowa.gov.kh
27	Ministry of Water Resources & Meteorology	mowram.gov.kh
28	Ministry of Post and Telecommunication	mptc.gov.kh
29	Ministry of Public Works and Transport	mpwt.gov.kh
30	Ministry of Rural Development	mrdd.gov.kh
31	Ministry of Civil Service	mcs.gov.kh
32	Ministry of Mines and Energy	mme.gov.kh
33	National AIDS Authority	naa.org.kh
34	National Bank of Cambodia	nbc.org.kh
35	National Council for Decentralisation and De-concentration	ncdd.gov.kh
36	National Committee for Disaster Management	ncdm.gov.kh
37	Cambodia National Mekong Committee	cnmc.gov.kh
38	National Malaria Centre	cnm.gov.kh
39	National Authority for Combating Drugs	nacd.gov.kh
40	National Institute of Statistics (MOP)	nis.gov.kh
41	Phnom Penh Municipality	phnompenh.gov.kh
42	Office of Council of Ministers	pressocm.gov.kh
43	Supreme National Economic Council	snec.gov.kh

