



Rev 4: October 1, 2013 draft. For comments and validation

Trade SWAp Road Map 2013-2018

**Development Impacts/Goals, Strategic Outcomes, and
Indicative Actions (Short and Medium Term)**

With Key Performance Indicators



Development Impacts/Goals Outcomes, Indicative Actions	Key Performance Indicators		Responsible Parties
	2013 Baseline	2016 or 2018 Target	
Trade SWAp Development Impacts/Goals			
Trade SWAp Goal 1: Improved competitiveness contributes to reduce poverty through better and new jobs	During 2005-13 Cambodia narrowed its distance to the best performing country for all indicators combined in <i>Doing Business</i> by 11.1%. Cambodia 2013 ranking was 133 out of 185 countries	Cambodia narrows its distance to the best performing country for all indicators combined by an additional 10% by 2018	n.a.
Trade SWAp Goal 2: Significant increase in the contribution of the trade sector to GDP and deepening diversification of Cambodia's export base	13% yearly average growth of exports of goods and services during 2007-11	11% yearly average growth of goods and services exports during 2013-18	n.a.
	Garments and tourism represent 80% of total recorded goods and service exports in 2011	Garments and tourism represent 60% or less of total recorded goods and service exports in 2018	n.a.
Trade SWAp Goal 3: Strengthened capacity of RGC to formulate and implement trade policies and strategies	1 sector policy focusing on exports in 2013 (for Rice)	4 additional sector policies focusing on export by 2018	n.a.
Trade SWAp Goal 4: Responsiveness of RGC to private sector needs increases as a result of better dialogue	CDC approved \$35.5 billion worth of investment projects between 2007-2011	Investment projects approved by CDC doubles to \$70 billion (or more) between 2013-2018	n.a.
Trade SWAp Goal 5: Improved planning, implementation, and monitoring capacity of RGC through implementing Trade SWAp	14 of the 20 Outcomes in Trade SWAp 2013-2018 receive TA support as of 2012. Of the 14 outcomes with TA, only 10 have one TA or more monitored through Trade SWAp of which 3 have 2 or more TAs monitored (Source: TRTA matrix)	At least 16 of the 20 Outcomes receive TA support and have at least one TA monitored through Trade SWAp. Of the 16 outcomes, at least 10 have 2 or more TAs monitored through Trade SWAp	n.a.

Trade SWAp Strategic Outcomes and Indicative Actions by Pillar

Pillar 1: Increasing the Competitiveness of Cambodian Exporters in World Markets Through a Strengthened Export Business Environment

Outcome 1: Trade Policy Reform and Market Access Negotiations

Outcome 1: Trade Policy Reform and Trade Negotiations Cambodia meets its trade legal reform obligations under WTO and ASEAN; strengthens its access to markets through trade negotiations; enhances the transparency of its trade rules and laws	84 Actions identified in the RGC's <i>Work Program on WTO Obligations and Related Issues 2012-2015</i>	75% of the 84 Actions listed in RGC's <i>Work Program</i> have been fully completed by 2016	MoC, line ministries responsible for individual legal or institutional actions
	RCEP Rules of Origins need to be negotiated	The RCEP rules of origin allow for cumulation across all its members by 2018.	MEF, MoC, line ministries
Short-Term Actions: 2013-2016			
Indicative Action 1: Trade rules and regulations (including Customs tariffs) are freely available online	No website with consolidated presentation of Trade Laws and Regulations (including for SPS and TBT) as of 2012	National information portal at www.ocm.gov.kh fully operational in Khmer and English in 2016. MoC Trade Information (includes ASEAN National Trade Repository) website fully operational.	CoM, MEF, MoC in cooperation with other line ministries
Indicative Action 2 CLV Development Triangle's focus on rubber sector proceeds as planned	See Outcome 14, ST Action 6		
Indicative Action 3: Draft and promulgate Legal Text on Rules of Origins	No draft in 2012	Law approved by Parliament and signed into Law by 2016	MoC, MEF, CoM, Parliament
Indicative Action 4: Finalize and promulgate Law on Trade Remedies	Draft text exists in 2012	Law approved by Parliament and signed into Law by 2016	MoC, CoM, Parliament

Indicative Action 5: Finalize and promulgate Law on SEZs	Draft text exists in 2012	Law approved by Parliament and signed into Law by 2016	CDC, CoM, Parliament
Indicative Action 6: Finalize and promulgate Law on Competition	Draft text available in English and Khmer as of 2013	Law approved by Parliament and signed into Law by 2016	MoC, CoM, Parliament
Indicative Action 7: Amend legislation on Standards to make it WTO-compliant	See Outcome 4, ST Action 9		
Indicative Action 8: Legal framework for food safety upgraded, including adoption and promulgation of modern food law	See Outcome 4, MT Action 2		
Indicative Action 9: Legal measures to ensure compliance with ATIGA (Art. 56 on Authorized Operators, Art. 62 on Advance Rulings, Art. 61 on Post Clearance Audit, Art. 57 on Customs Valuation) have been adopted	No action taken	Full compliance with ATIGA is achieved by the end of 2015.	GDCE, MoC and other line agencies
Indicative Action 10: National Work Program on NTMs in line with ASEAN requirements is in place	Anukret to create Inter-Ministerial Committee on NTMs being drafted under MEF leadership as of mid 2013	Anukret signed by Prime Minister. Committee is up and running. Evidence of several measures lessening or eliminating NTMs as a result of work of Committee	Line ministries included in NTM Inter-Ministerial Committee
Medium-Term Actions: 2016-2018			
Indicative Action 1: The Process of notification to the WTO is strengthened	Nine notifications as of 2012	All WTO-relevant actions on laws and regulations contained in the RGC's 2012-2015 WTO Work Program or in this Road Map are notified to WTO	MoC, MIME, ICS, MAFF, MoH,
Indicative Action 2: Improved compilation and use of statistics and trade data to assist in assessing and formulating appropriate trade support interventions.	See Outcome 18, ST Action 3		

Indicative Action 3: Non Tariff Measures are classified, reviewed, streamlined and notified to the ASEAN Secretariat, as mandated under the ASEAN NTM Work Program (2013)	No action has been taken as of 2013	By 2014, a complete database of NTMs has been set up and notifications are made regularly to the ASEAN Secretariat. By 2018, the current NTM stock has been reviewed and streamlined. By 2018, the impact of all new NTMs is assessed by the Inter-ministerial Committee on NTMs	MoC, MEF, line agencies
Outcome 2: Trade Facilitation Reform			
Outcome 2: Trade Facilitation Cambodia increases its competitiveness through reduced import/export cost	2011 Cambodia import/export cost is 136% ASEAN-6 average (from WB/IFC <i>Doing Business</i>)	2018 Cambodia import/export cost reduced to 120% ASEAN-6 average (\$552/container in <i>Doing Business</i> 2012)	All border agencies
	2011 Cambodia time for cargo release is 24 days compared to 16 days for ASEAN-6 average	2018 time for cargo release reduced to ASEAN-6 average	All border agencies
Short-Term Actions: 2013-2016			
Indicative Action 1: Trade rules and regulations (including Customs tariffs) are freely available online	See Outcome 1, ST Action 2		
Indicative Action 2: Cambodia progresses towards full computerization of trade related documents	Issuance of Certificates of Origin is manual in 2013	Certificates of Origin can be applied for/processed and issued online by 2015	MoC
Indicative Action 3: Establish WTO compliant service fees by border agencies	GDCE preparing WTO compliant service fee for Customs. No WTO compliant service fee structure by other border agencies as of yet	WTO compliant service fee structure for all border agencies in place by 2016	All border agencies

Medium-Term Actions: 2016-2018			
Indicative Action 1: Cambodia implements its 2013 Trade Facilitation Action Plan including establishment of a National Single Window	No National Single Window as of 2013. Issuance of key documents partly automated.	National Single Window compliant with ASEAN requirements has been implemented by 2018.	All border agencies
Indicative Action 2: Extend Risk Management System to non-Customs agencies	Risk Management fully implemented by Customs as of 2013. Some progress by non-Customs agencies but risk management underdeveloped	Risk Management Systems is fully implemented by all border agencies and profiles are managed centrally by 2018	All border agencies
Indicative Action 3: Establish an Authorized Economic Operators (AEO) System	AEO regime is not yet implemented	AEO regime in keeping with Cambodian compliance management needs is fully implemented by 2018	GDCE
Outcome 3: Enhanced Trade Logistics			
Outcome 3: Trade Logistics Cambodia increases its competitiveness through improved trade logistics	On the two major trade corridors, average speed for trade logistics is 22.15 Km/H, transport cost is \$0.11/MT/Km and logistics cost is \$0.2/MT/Km	Speed for trade logistics rises to 25 Km/H, transport cost decreases to \$0.7/MT/Km, logistics cost decreases to \$0.15/MT/Km (at constant prices)	MoPVT, GDCE, MoC, Camcontrol, MAFF
Short-Term Actions: 2013-2016			
Indicative Action 1: A National Transportation Logistics Plan is developed and implemented.	No comprehensive plan formulated.	Comprehensive plan has been developed. Plan is linked to existing ASEAN frameworks such as the "Roadmap for the Integration of Logistics Services".	MoPVT, MEF, concerned line ministries and agencies
Indicative Action 2: Improved cross-border transport agreements (road and waterways) are negotiated with neighbors and regional organization for an integrated transport market	Existing agreements have only partial coverage and are not fully implemented.	Cross-border agreements (bilateral and regional) are fully enacted and implemented, in cooperation with neighboring countries.	MEF, MoC, MoPVT, MoFA, concerned line ministries and agencies

Indicative Action 3: Carry out security review of Sihanoukville and Phnom Penh Ports and implement plan to reduce pilferage in line with international security standards	Pilferage is reported as a problem by private sector operators	A system to collect pilferage statistics is put in place by 2014 and pilferage is substantially reduced by 2015.	Port Authorities, in coordination with other border agencies
Medium-Term Action: 2016-2018			
Indicative Action 1: A National Transportation Logistics Plan is implemented	Comprehensive Plan has been developed	A National Transportation Logistics Plan is implemented with performance indicators. Annual reviews of indicators are carried out.	MoPVT, MEF, concerned line ministries and agencies
Indicative Action 2: Improve transport regulations on: liabilities, axle loads limits, drivers' qualifications and conditions, safety standards, contracts and	Most regulations are lacking or need to be reviewed	Regulations, in line with international standards, are adopted and implemented	MoPVT, GDCE, MoC, Camcontrol, MAFF
Indicative Action 3: Work with ASEAN to establish a regional third party liability insurance scheme	No third party liability insurance scheme in place	Third party liability insurance scheme in place	MEF, MoPVT,
Indicative Action 4: Introduce road fleet modernizing scheme	No policy currently in place to promote road fleet modernization.	A policy for road fleet modernization has been developed by RGC with some clear targets identified	MEF, MoPVT, MoC, Trucking Industry
Indicative Action 5: Liberalize port fees to increase competitiveness	Port fees are set by the RGC	By 2016, Cambodian ports can offer competitive fees compared to neighboring countries	MEF, MoPVT, MoC, Port Authorities
Indicative Action 6: Facilitate greater investment in paddy storage and drying facilities by establishing a credit scheme	Credit is provided to investors on a piecemeal basis	A national credit scheme is put in place by the RGC in strong cooperation with the private Banks	MoPVT, GDCE, MoC, Camcontrol, MAFF

Outcome 4: Strengthened Capacity of Exporters to Meet Technical Standards and SPS Requirements

<p>Outcome 4: Technical Standards and SPS Requirements</p> <p>The capacity of Cambodian exporters to meet technical and SPS requirements standards set by importers and importing countries increases</p>	<p>Ratios of formal exports of milled rice, cassava, and corn to total production of each in MT reflect, indirectly, the ability of Cambodian producers/exporters to meet some, if limited, standards</p> <p>2011Rice ratio: 0.0165 2011Cassava ratio: 0.0085 2011Corn ratio: 0.0497 (Source: MoC for formal MT exports; AFSIS for total MT production)</p>	<p>The three ratios grows by a factor of ten or more by 2018</p>	<p>Private sector, MAFF, MoC, MIME</p>
Short-Term Actions: 2013-2016			
<p>Indicative Action 1:</p> <p>Capacity of rice millers to meet basic Hazard Analysis & Critical Control Point (HACCP) or Good Manufacturing Practice (GMP) standards is developed through rice mills certification program</p>	<p>No modern rice mills certified as of 2012 (one plant certified by ISC, but ISC is not internationally accredited as of yet so this certification has no export value)</p>	<p>Ten (10) Cambodia rice mills that are HACCP or GMP certified in 2016</p>	<p>Private Sector, MIME, MAFF</p>
<p>Indicative Action 2:</p> <p>Implementation of SPS standards (HACCP or GMP) among marine fishery product processors increases resulting in improved export competitiveness</p>	<p>One (1) marine fishery product processor HACCP/ GMP certified in 2012</p>	<p>Twelve (12) marine fishery product processors HACCP/GMP certified in 2016</p>	<p>Private Sector, MAFF/FIA</p>
<p>Indicative Action 3:</p> <p>Capacity of dried cassava processors to meet basic GMP-based standards developed through certification program</p>	<p>No certification system in place</p>	<p>Certification system in place for processors that produce for demanding export markets in 2016</p>	<p>Private Sector, MIME, MAFF</p>
<p>Indicative Action 4:</p> <p>Cambodia natural rubber value chain produces high-quality products for export markets.</p>	<p>No system in place to monitor quality of exported natural rubber</p>	<p>System to register quantities of natural rubber by grade and price in place and implemented by 2016</p>	<p>Private sector, MAFF, MoC, RRIC</p>

Indicative Action 5: Surveillance of pests and diseases for export crops and pesticides used in production areas for export	No formal surveillance system in 2012	Formal surveillance system in place for plant pests and diseases and pesticides as required by main importers and compliant with international standards, and regular reporting to IPPC, ASEAN and trading partners by 2016	MAFF/GDA
Indicative Action 6: Surveillance of trans-boundary animal diseases	No formal system in place in 2012, except for Avian Flu	Formal surveillance system in place in targeted regions for FMD (foot and mouth disease), CSF (classical swine fever), and PRRS (porcine reproductive and respiratory syndrome). Evidence of regular monitoring and reporting to OIE by 2016	MAFF/GDA
Indicative Action 7: Surveillance and testing of food products	No formal system in place in 2012	Formal surveillance system in place for markets, restaurants, and street food with annual report food safety in Cambodia. Active participation in The International Food Safety Authorities Network (INFOSAN) and ASEAN Rapid Alert System for Food and Feed (ARASFF) by 2016	MoC/CamControl, MoH
Indicative Action 8: Legal review and recommendations for improved SPS and TBT legislation	The legal framework for SPS and TBT has many gaps, inconsistencies, unclear mandates, and quality issues. It is neither WTO- nor ASEAN-compliant.	An assessment with recommendations for upgrading the legislative framework for SPS and TBT has been completed by 2015	MoC, MAFF, MoH, MIME, MoT, MEF, CoM, Legislative bodies
Indicative Action 9: Amend legislation on Standards to make it WTO-compliant	Law on Standards not WTO-compliant.	Laws on standards has been amended and is WTO-compliant by 2016	MIME, MAFF, MoH, MoC, MoT, MEF, CoM, Legislative bodies
Indicative Action 10: Strategy to support development of regulatory SPS laboratories	No national plan, no coordination	Action Plan for development of regulatory food testing laboratories ready by 2016	MEF, MoC, MAFF, MIME, MoH

Medium-Term Action: 2016-2018			
Indicative Action 1: Legal framework for conformity assessment, accreditation for technical standards and SPS	No proper legal framework in place	Legal framework has been adopted compliant with WTO/TBT and ASEAN principles and good international practice by 2018	MIME, MAFF, MoH, MoC, CoM, Legislative bodies
Indicative Action 2: Legal framework for food safety upgraded, including adoption and promulgation of modern food law	No proper legal framework in place	Legal framework has been adopted compliant with WTO/TBT and ASEAN principles and good international practice by 2018	MoC/Camcontrol, MoH, MAFF, MIME, MoT, MEF, CoM, Legislative bodies
Indicative Action 3: Surveillance and testing of primary food products at primary production and processing level	No formal system in place in 2012	Formal MAFF surveillance system in place and evidence of regular monitoring with contributions to MOC and MOH for integration in the on-going annual report on the food safety situation in Cambodia and reporting to INFOSAN and ARASFF by 2018	MAFF, MoC/Camcontrol, MoH
Indicative Action 4: Surveillance of residues of veterinary drugs and growth enhancers in meat products and feed	No formal system in place in 2012	Formal annual surveillance system in place and evidence of regular monitoring by 2018	MAFF/DAHP
Indicative Action 5: FiA is upgraded, qualifies as “competent authority” for EU, and can support exports of fisheries products to EU	Export of fisheries products to EU not yet possible. Public management of SPS for fisheries weak	FiA has been recognized as EU “competent authority” and can support Cambodian exporters targeting EU markets by 2018	MAFF/FiA
Indicative Action 6: Effective SPS coordination in place	Capacity of SPS Enquiry Point, Notification Authority, Codex, IPPC and OIE contact points very limited.	SPS Enquiry Point and Notification Authority in place with (i) up-to-date website on SPS legislation and import and export requirements (could be part of National Information Portal), and (ii) notifications of new SPS measures done as required by WTO. National Codex Committee meets regularly for food safety	MoC, MAFF, MIME, MOH, Private sector

		coordination. CODEX, IPPC, and OIE contact points functioning well by 2018	
Indicative Action 7: SPS standards in kitchen in hotel and restaurant improve through enhanced training of existing and new kitchen staff	Index from baseline survey of SPS standards in hotel and restaurant kitchen to be conducted by the Royal Academy of Culinary Arts under CEDEP-II. Also to use info from voluntary Good Health Practice (GHP) rating to be introduced by MoH	Repeat baseline survey (CEDEP II) by 2016-17	Private sector, MoH, RACA, MoT
	Restaurant rating system being prepared. No restaurants have passed GHP/GMP audit. Low hygiene standards in sector.	A rating system is in place. 200 restaurants have passed GHP/GMP audits by 2018	Private sector, MoH, MoT
Indicative Action 8: Corn exports can meet SPS standards	No market access agreement in place with SPS-demanding countries	A Cambodia-China MoU on phytosanitary requirements for export of corn in place and implemented by 2017	MAFF, MoC
Indicative Action 9: Capacity of Corn drying, shelling, and storage facilities to meet GMP/HACCP certification	No facilities with GMP/HACCP certification	5 facilities with GMP/HACCP certification by 2018	Private sector, MIME, MAFF
Indicative Action 10: Quality and traceability of silk yarn imports ensured	Lack of COs on most imported yarn	30% of imported yarn has a clear CO in 2018.	Private sector, MoC, MoWA,
Indicative Action 11: Safety among food processing exporting facilities enhanced by increased adoption of GMP and HACCP certification	7 large food processing facilities have been certified recently under HACCP, GMO, ISO 22000 or FSSC 22000 standards	Another 20 large food processing facilities are certified against international standards by 2018	Private sector, MIME, MoH
Indicative Action 12: Risk management for SPS and TBT	No risk-based inspections in place for food safety, plant and animal health, technical regulations, and legal metrology	Risk profiles for products developed and risk-based inspections implemented by 2018	MEF, MAFF, MoC, MIME, MoH

Indicative Action 13: Public funding of SPS and Technical Standards related tasks enhanced	Funding for “public goods”, including necessary SPS and Technical Standards tasks is inadequate	An enhanced public funding output-based system, including transparent, advertised, WTO-compatible fees-for-services in place to secure adequate resources for key SPS and Technical Standard functions by 2018.	MEF, MAFF, MoC, MIME, MoH
Outcome 5: Improved Investment Environment for Exports			
Outcome 5: Investment Environment for Exports The environment for investment in the ten DTIS 2013 focus export sectors strengthened	2012 net FDI inflows were \$1.5 billion	Net FDI inflows grow 25% annual average between 2013-2018 to triple to \$4.5 billion	Private Sector, CDC, MIME, MAFF, other concerned line ministries
Short-Term Actions: 2013-2016			
Indicative Action 1: Development and initiation of a National Investment Promotion Strategy	Limited strategy and capacity in place to address increased global competition and fragmentation of value chains.	Formulation and initial implementation of a comprehensive National Investment Promotion Strategy. Strategy includes proactive and targeted promotion measures, including focus on: <i>CTIS 2013</i> ten priority sectors; measures intended to promote investment in clusters of domestic suppliers to support key export sectors; and, capacity development among policy makers.	CDC, MoC, MIME, MAFF, SNEC
Indicative Action 2: Measures developed to strengthen linkages between foreign investors and SMEs/domestic suppliers	No comprehensive Industrial Policy as of 2013 (early draft under preparation) including focus on developing linkages, limiting the spillover benefits of FDI.	Government Industrial Policy fully developed and adopted by 2016. Policy includes clear tools to support development of clusters of suppliers in the ten <i>CTIS 2013</i> priority sectors. Policy includes removal of barriers to linkages and the promotion of supplier capacities.	CDC, MoC, MIME, Education Ministries, MAFF, SNEC

Indicative Action 3: Strengthened investment promotion and facilitation capacity of provincial authorities	Little capacity in place and few provincial investment promotion programs	Provincial Business Score Cards are updated every two years and serve as basis for the formulation of provincial investment promotion programs.	CDC, MoI, MAFF, MIME, MoC, SNEC
Medium-Term Action: 2016-2018			
Indicative Action 1: Implementation of a National Investment Promotion Strategy	Strategy has been developed and the basic elements are in place	Full implementation of the National Investment Promotion Strategy by 2018. Significant increases in FDI in several of the ten priority export sectors in <i>CTIS 2013</i> .	CDC, MoC, MIME, MAFF, SNEC
Indicative Action 2: Enhanced policy resulting in growing linkages between foreign investors and SMEs/domestic suppliers	See Outcome 7 MT Action 3 for Garment; Outcome 8 MT Action 1 for Footwear; Outcome 9B, MT Action 1 for electronics and bicycle sectors		
Indicative Action 3: Leveraging the investment promotion and facilitation capacity of provincial authorities	Capacity and strategies developed, but activities need to be more proactive	Provincial investment promotion activities lead to increased private sector investment at the provincial-level, growing by 25% annually by 2018	CDC, MoI, MAFF, MIME, MoC, SNEC
Outcome 6: Establishing a Trade-Supportive Framework for Intellectual Property Rights			
Outcome 6: Intellectual Property Rights A modern, trade-supportive intellectual property rights framework is established, implemented, and enforced	705 new trade and service marks registered by Cambodian businesses in 2012	Over 1,200 new marks registered by Cambodian businesses during 2018	MoC, NCIPR, Private Sector
	192 industrial designs registered as of 2012, including 25 local designs	60 local designs registered by 2018	MIME, NCIPR, Private Sector
Short-Term Actions: 2013-2016			
Indicative Action 1: Stronger legal system for IP education and enforcement in place	Draft Anukret in CoM	Anukret establishing a Sub-National Committee on IP Enforcement, Education, and Awareness is adopted	NCIPR, CoM
	Draft Anukret in CoM	Anukret on enforcement of IP laws and rules by each agencies involved in enforcement is adopted	NCIPR, CoM

Indicative Action 2: Finalize and promulgate Law on Geographical Indications	Draft text available as of 2013	Law approved by Parliament and signed into Law by 2016	MoC, CoM, Parliament
Additional Actions to follow			
Medium-Term Action: 2016-2018			
Indicative Action 1: Align “exhaustion clause” included in key IPR legislation (Copyright, Trademark, Patents and Industrial Design) with needs of AEC integration.	Key IPR legislations covering Copyright, Trademark, Patents and Industrial Design include exhaustion clauses that are in conflict with principles at the core of AEC integration to which Cambodia is committed	Exhaustion clauses in current legal texts or laws have been aligned, modified, or eliminated, as needed, as they apply to countries within AEC by 2018	NCIPR, MoC, MIME, MoCFA, CoM, legislative bodies
Additional Actions to follow			
Pillar 2: Expanding and Diversifying Cambodia’s Export Base Through Strengthening Supply in Current and New Sectors, Entering New Markets, and Moving up Value Chains			
Outcome 7: Garments			
Outcome 7: Garment Cambodia continues to grow and diversify its garment export sector through targeting new markets, increasing domestic inputs, and expanding in higher value products	9% export growth per annum during 2007-2011. Share of US exports was approximately 60% in 2011	12% export growth per annum during 2013-2018. No single market accounts for more than 40% of total exports by 2018.	Private sector, MoC, MIME, GMAC
	24 MT of fabric produced by five local producers. No local production of yarn/thread as of early 2013 (Source: May 2013 MoC Survey).	Domestic production of fabric increases at average annual rate of 20% between 2013 and 2018. Local production of yarn/thread commenced.	Private sector, MoC, MIME
Short-Term Actions: 2013-2016			
Indicative Action 1: Industry-led vocational training program in place to support increase in number of trained Cambodian tech personnel in garment sector	See Outcome 17 ST Action 2		Private sector, GMAC, MIME, MoC, MoLVT

Indicative Action 2: Cambodia known for <i>Better Factories</i> initiatives and compliance with labor laws.	There are 32 <i>Better Factories Cambodia</i> (BFC) indicators measuring compliance with legal requirements relating to workers' conditions and rights. In 2012: 5 indicators <50% compliance rates 11 indicators >90% compliance rates (29 th BFC Synthesis Report, April 2013)	By 2016: 0 indicators <50% compliance rate. 20 indicators >90% compliance rate.	Private sector, GMAC, MoC, MIME
Indicative Action 3: Invest in a positive "Made in Cambodia" brand – promoting labor compliance and quality.	No industry-wide branding.	National manufacturing brand / logo adopted and used on all export shipments by 2016.	Private sector, GMAC, MoC, MIME
Medium-Term Action: 2016-2018			
Indicative Action 1: Further improvements to the efficiency and timeliness of Cambodia's customs services.	CO only issued after shipment and often takes 5 – 10 days, leading to delays in the transfer of documents to buyer and payment to exporter.	Issuance of COs fully automated, accessible on-line and at time of shipment by 2018.	MoC
Indicative Action 2: Cambodia diversifies its garment product mix with more value-added activities performed in factories.	Up to 75% of garment factories operate on a cut-make-trim basis only (Source: GMAC)	Less than 50% of garment factories operate on a cut-make-trim basis only by 2018.	Private sector, GMAC, MoC, MIME,
Indicative Action 3: Garment sector reduces its reliance on imported inputs for production.	Imported inputs (aggregate HS 50–60) grew at an average annual rate of 15% over 2007-2011 period (Comtrade.)	Average annual rate of growth in imported inputs during 2013-2018 period less than average annual rate of growth in 2007-2011 period (Baseline: 15%)	Private sector, MoC, GMAC, MIME
Outcome 8: Footwear			
Outcome 8: Footwear Cambodia continues to grow and diversify its footwear export sector through targeting new markets and developing new market segments	Cambodia's footwear exports grew by 76% per annum between 2008 and 2011.	Cambodia's footwear exports grow by 25% per annum between 2013 and 2018.	Private sector, MoC, MIME, GMAC.
	Leather shoes represented 58% of the value of Cambodia's footwear exports in 2012.	Leather shoes represent 40% of the value of Cambodian footwear exports in 2018.	Private sector, MoC, MIME, GMAC.

	The UK and German markets captured 32% share of Cambodian exports in 2011.	Share of UK and German markets is reduced to 20% of Cambodian footwear exports in 2018.	Private sector, MoC, MIME, GMAC.
Short-Term Actions: 2013-2016			
Indicative Action 1: Investment incentives specifically targeting the footwear industry in Cambodia are monitored, extended and improved.	Foreign direct investment in the footwear sector in Cambodia in 2012 totaled \$137 million.	Investment in the footwear sector in Cambodia doubles between 2012 and 2018.	MoC, MIME.
Indicative Action 2: The industry develops its promotion and coordination capacity through an appropriate representative body (either GMAC or FOCC).	In 2012, GMAC organized no specific events for footwear.	GMAC organizes 3 footwear specific events every year by 2018.	Private sector, GMAC, MIME.
Medium-Term Action: 2016-2018			
Indicative Action 1: Clusters of suppliers (i.e. tannery) and assemblers are developed in Cambodia so that the Cambodian footwear industry produces more of the final footwear product, in particular for contract manufacturers.	The ratio of footwear related export-to-import was 16 in 2011 (TradeMap data.) Imports include footwear components and leather.	The ratio of footwear related export-to-import increases to 25 by 2018 (TradeMap data.)	Private Sector, MoC, GMAC, MIME.
Indicative Action 2: Increase the availability of finance to support the development of contract manufacturers and support quality and capacity improvements	Cambodia had 47 footwear factories in 2012, and no contract manufacturers.	The number of footwear factories in Cambodia increase by 25 percent including a number of contract manufacturers, between 2012 and 2018.	Private Sector, MoC, GMAC, MIME.
Indicative Action 3: Vocational training targeting the footwear industry is developed in cooperation between the Government, GMAC, FOCC and footwear companies to support the promotion of Cambodian workers to management and mid-management positions.	The percentage of foreign employees in the staff of footwear factories was 19% in 2011 (GMAC).	The number of foreign employee in the staff of footwear factories fall down to 10% by 2018.	Private Sector, MoC, GMAC, MIME.

Outcome 9: SEZs Operations and Light Manufacturing Assembly

Outcome 9A: SEZs Cambodia's SEZs improve their competitiveness and attract more manufacturing investment to become nodes in regional production networks.	2012 contribution of manufacturing to GDP (exclusive of garment and footwear) approximately 5%	The contribution of manufacturing to GDP (exclusive of garment and footwear) increases to 7%	Private sector, CDC, MIME. MoC
	69 light manufacturing operators in Cambodian SEZs in 2012.	140 light manufacturing companies operators in Cambodian SEZs in 2018	Private sector, CDC, MoC
	8 SEZs with active investors in 2012.	The number of SEZs with active investors doubles to 16.	Private sector, CDC, MoC
Short-Term Actions: 2013-2016			
Indicative Action 1: Processes for "domestic exports" (exports from companies in Cambodian SEZs to other companies in Cambodia, inside or outside SEZs) from SEZs are clarified, streamlined and implemented consistently.	It currently takes 3 days for a company to prepare documents and export from Manhattan SEZs to Phnom Penh. (data from CTIS 2013-2017 field survey)	All light manufacturing companies producing in Cambodian SEZs can sell their product freely to other companies in Cambodia without the need for export documents, reducing delivery time to 1.5 days maximum.	CDC, GDCE, MoC, MIME.
	Most Government officials posted in the One-Stop Service Shop located in SEZs do not receive specific training. Quality of service is uneven.	All Government officials posted the One-Stop Service Shop located in SEZs have received specific training. Quality of service to investors has improved (data to be collected through short survey.)	CDC, GDCE, MoC, MIME and other border control line ministries
Indicative Action 2: Workers training in Thailand, Vietnam, China and Japan are supported to facilitate technology transfer.	1% of employees in SEZ received training abroad in 2012.	5% of employees in SEZ have received training abroad by 2016.	Private sector, CDC, MIME. MoC. MoLVT, MoEYS.
Indicative Action 3: The reliability of electricity supply inside SEZs is improved to support the automation of production processes.	Companies in Manhattan SEZ face 40-50 power interruptions a week on average.	Companies in the four major SEZs do not face any power interruption.	SEZs, CDC, Electricite du Cambodge, PPPs.

Indicative Action 4: Vocational training centers in place in SEZs to support increase in number of trained Cambodian tech personnel for SEZ sector	See Outcome 17 ST Action 2		
Medium-Term Action: 2016-2018			
Indicative Action 1: Access, cost and reliability of electricity in SEZ improves	2011 electricity price from Electricite du Cambodge is \$0.23 per KWH and can reach around \$0.40 per KWH or more when self-generated.	Electricity price falls by 1/3 in SEZs, down to \$0.16 per KWH for Electricite du Cambodge by 2018	SEZs, CDC, Electricite du Cambodge, PPPs.
Indicative Action 2: TVET and other educational programs, in part linked to SEZ, established to improve workers skills and supply of new technical and engineering personnel	Cambodian managers and supervisors in firms located in SEZs represent 1% of the firms' total workforce in 2013 (CTIS 2013 - SEZ survey)	The percentage of Cambodian managers and mid-managers in firms located in SEZs has risen to 10% by 2018.	MoLVT, MoYES, Private sector, SEZ.
	See Outcome 17 MT Action 4		
Indicative Action 3: Transport infrastructure (roads, ports, bridges, airport) across Cambodia linking SEZs to foreign suppliers/customers is improved	Road transport time from the Thai border to the Vietnamese border via Phnom Penh is currently 15 hours for a 20' container	Road transport time from the Thai border to the Vietnamese border via Phnom Penh falls to 13 hours (see Outcome 3)	MEF, MPWT, private sector, PPPs.
Outcome 9B: Light Manufacturing Assembly Cambodia emerges as a node in regional production networks.	In 2012, the contribution of manufacturing to GDP (exclusive of garment and footwear) was approximately 5%.	The contribution of manufacturing to GDP (exclusive of garment and footwear) increases to 7%	Private sector, CDC, MIME. MoC.
	In 2012, Cambodia exported \$376 million worth of light manufacturing exports (excluding garment and footwear.)	Light manufacturing exports from Cambodia triple to \$1 billion by 2018.	Private sector, CDC, MIME. MoC.

Short-Term Actions: 2013-2016			
Indicative Action 3: The procurement-to-delivery time in SEZs improves to enable Cambodia's integration in supply chains	Average 2012 procurement-to-delivery time is between 3 and 4 months for electronic orders (Source: Survey of Sihanoukville and Manhattan SEZs).	Procurement-to-delivery time in 2016 in all SEZs is on par with Thailand and Malaysia (3 months).	GDCE, MoC, MIME, GDCE, Ports, Airports, MPWT
Medium-Term Action: 2016-2018			
Indicative Action 1: Clusters of suppliers and assemblers are promoted so that Cambodia can mature from part assembler to producing final products.	The electronic and electric component export-to-import ratio in 2012 was 0.02 (TradeMap data.)	The electronic and electric component export-to-import ratio in 2018 rises to 0.1.	Private Sector, CDC, MoC and MIME.
	The bicycle and parts export-to-import ratio in 2012 was 1.11 (TradeMap data.)	The bicycle and parts export-to-import ratio in 2018 rises to 5.	Private Sector, CDC, MoC and MIME.
Indicative Action 2: Cambodia's bike sector continues to grow rapidly	The value of Cambodian bike exports was \$109 million in 2011 and \$291 million in 2012	The value of Cambodian bike exports triples from 2012 by 2018.	Private Sector, CDC, MoC and MIME.
Outcome 10: Processed Food			
Outcome 10: Processed Food Cambodia continues to grow and diversify its processed food sector through new export markets, moving to higher value products, and expanding domestic inputs.	In 2011 the processed food, beverage, and tobacco industries accounted for 2.3 % of GDP. Exports were estimated at \$71.5 million. (Source: NIS and Comtrade)	In 2018 the processed food, beverage and tobacco industry accounts for 4% of GDP. Exports reach \$200 million or more by 2018	Private sector, MAFF, MIME, MoH, MoC
Short-Term Actions: 2013-2016			
Indicative Action 1: National policy promoting agro-processing development in Cambodia.	Donors have previously worked with MIME on development of an Agro-Industry Development Strategic Plan (AIDSP).	A national policy is established, implemented, and reviewed annually by 2016.	Private sector, MAFF, MIME, MoC
Indicative Action 2: Improved collaboration between government and private sectors on processed food sector development.	No recognized industry association exists in 2012. A Working Group on Agriculture & Agro-Industry does convene under the Government-Private Sector Forum.	National processed food industry association established in 2016 representing medium and large processors with export potential.	Private sector, MAFF, MIME, MoC

Indicative Action 3: A national brand / logo established for processed food industry and used to promote 'Made in Cambodia' on international markets and trade fairs.	No national branding exists for local processed food and beverage sector.	A national 'Made in Cambodia' brand and logo is in use on exported processed food and beverage products by 2016.	Private sector, MIME, MoC
Medium-Term Action: 2016-2018			
Indicative Action 1: Policy and regulatory environment favorable to private sector investment in Cambodia's food processing industry.	56 Factories registered in 2011: Food = 30 Factories Beverage = 15 Factories Tobacco = 11 Factories (Source: MIME)	100 Factories registered in 2018 across the food, beverage and tobacco industry.	Private sector, MIME, MoC
Indicative Action 2: Further private sector investment in the processed food sector encouraged, with a strong interest from foreign investors.	CIB-Approved investment projects with total fixed assets of \$ 74.7 million between 2000 and June 2010. (Source: CDC)	CIB-Approved investment in food processing sector reaches US \$100 million between 2013-2018	Private sector, MIME, MoC, CDC.
	Of total investment, \$ 21.5 million (or 28.7%) was FDI.	FDI accounts for 50% of total fixed assets in food processing sector over 2013-2018.	
Indicative Action 3: Safety among food processing exporting facilities enhanced by increased adoption of GMP and HACCP certification	See Outcome 4, MT Action 12		
Outcome 11: Fisheries Products			
Outcome 11: Fisheries Products A sustainable fisheries sector sees Cambodian exports increase as a result of improved quality, growing production volumes, and strengthened access to markets.	21,000 MT of recorded fish exports in 2012.	100,000 MT of recorded fish exports in 2018.	Private Sector, MAFF/FiA, MIME

Short-Term Actions: 2013-2016			
Indicative Action 1: A coordinated and export-oriented value chain.	Product-specific processor associations exist in three coastal provinces. “Community Fisheries” organizations participate in co-management of inland water resources. No single national association exists.	National fisheries association established by 2015 to drive private sector collaboration, investment, and export-oriented industry reform.	Private sector, MoC, MAFF /FiA, MIME
Indicative Action 2: Increased understanding of, and compliance with, regulatory standards of key importing countries.	No clear pathway exists to increase food safety or regulatory compliance with international standards.	Trade facilitation and export guidelines published by 2015, including on introducing SPS and HACCP compliance as well as improving industry practice in the Cambodian fisheries sector.	Private sector, MoC, MAFF / FiA, MIME
Medium-Term Action: 2016-2018			
Indicative Action 1: Implementation of SPS standards (HACCP or GMP) among marine fishery product processors increases resulting in improved export competitiveness	See Outcome 4, ST Action 2		
Indicative Action 2: FiA is upgraded, qualifies as “competent authority” for EU, and can support exports of fisheries products to EU	Export of fisheries products to EU not yet possible. Public management of SPS for fisheries weak.	FiA has been recognized as EU “competent authority” and can support Cambodian exporters targeting EU markets by 2018	MAFF/FiA
Indicative Action 3: A sustainable approach to fisheries activities and industry management.	General awareness of environmental degradation and reductions in high-value fish stocks. No action plans or environmental guidelines exist at individual firm level.	Fisheries resource management regime established and implemented, environmental guidelines developed for fisheries processors and exporters.	Private sector, MoC, MAFF/FiA, MIME
Indicative Action 4: Improved access to export markets	Government fees and charges, including 10% export tax, reduce international competitiveness of fisheries sector.	Export competitiveness promoted through regulatory reforms and removal of fees and charges that discourage export trade.	MAFF/FiA, MoC, Private Sector

Indicative Action5: Development of sustainable fisheries resources, especially in relation to aquaculture.	Total aquaculture production (inland and marine) of 74,000 MT in 2012.	Total aquaculture production (inland and marine) reaches 200,000 MT in 2018.	Private sector, MOC, MAFF/FiA, MARDeC
Outcome 12: Milled Rice			
Outcome 12: Milled Rice Cambodia achieves the 1 million MT target for export of milled rice set out under the RGC 2010 Rice Policy	145,000 MT of milled rice exported in 2011	More than 1 million MT of milled rice exported in 2018	Private Sector, MoC, MAFF, SNEC
Short-Term Actions: 2013-2016			
Indicative Action 1: Rice farmer cooperatives established to facilitate technical exchanges, financing, extension services and stronger linkages with rice millers.	Negligible amount of paddy delivered to millers under contract farming in 2012	50,000 MT of rice delivered to millers under contract farming by 2016.	Private sector, MoC, MAFF
Indicative Action 2: Effective dialogue between Government and rice sector is in place.	A Working Group on Rice is organized under G-PSF. However, at least 3 fragmented exporter associations exist, impeding cooperation and public-private dialogue.	A single national association/federation established by 2016 representing exporters. Private sector through association is directly engaged in periodical review of rice policy with Government	Private Sector, MoC, MAFF, SNEC
Indicative Action3: National brand/logo established to market fragrant rice exports with branding linked to export standards.	No national brand/logo exists for fragrant rice exports.	Brand / logo adopted by all fragrant rice exporters by 2016. Guidelines published outlining criteria and required standards for millers to be entitled to logo use.	Private Sector, MAFF, MIME, MoC
Indicative Action 4: Capacity of rice millers to meet basic Hazard Analysis & Critical Control Point (HACCP) or Good Manufacturing Practice (GMP) standards is developed through rice mills certification program	See Outcome 4 ST Action 1		

Indicative Action 5: Improved cross-border transport agreements (road and waterways) are negotiated with neighbors and regional organization for an integrated transport market including improved third-country transit arrangements and port access	See Outcome 3, ST Action 2		
Indicative Action 6: Bilateral agreements or MoUs signed with key regional markets as well as other possible growth markets to provide more predictable access to the regional markets.	No agreements with other countries in the region, except MoU Cambodia-China on SPS.	MoUs with key regional markets Indonesia, Philippines and Malaysia to facilitate reliable rice trade by 2016. MoUs with trading partners in key growth regions: such as GCC states, CIS and West Africa to facilitate reliable trade by 2016.	MAFF, MoC, MoFA
Indicative Action 7: Export procedures simplified and associated costs significantly cut.	Trade facilitation costs for rice exports approximately \$11 per MT in 2012	Trade facilitation costs for rice exports cut by half or more to approximately in 2016. Informal fees have been replaced by WTO-conformed official fee schedule.	Private Sector, MoC, MAFF, GDCE, CamControl, CDC, MoF, MoC.
Medium-Term Action: 2016-2018			
Indicative Action 1: Access to working capital by rice growers and rice millers improved.	Investment in rice sector supported by establishment of risk share facility with local commercial bank, as well as targeted investments, including through microfinance institutions. Limited working capital financial products available	Short-term financial products in use to meet working capital needs. [e.g. Covered Warrants, and use of paddy rice as collateral].	Commercial Banks, MEF
Indicative Action 2: RGC's Rice Policy is implemented. Capacity of rice millers to export milled rice to new markets is developed	In 2011, 22 countries imported shipments of \$1 million or more from Cambodia.	35 countries import more than \$2 million annual shipments of fragrant, non-fragrant or broken rice from Cambodia by 2018	Private Sector, MoC, MAFF
Indicative Action 3: RGC's Rice Policy is implemented. Rice millers expand capacity in modern mills.	400,000 MT annual modern milling capacity in 2012 (approximately 280 tons per hour)	Modern milling capacity in 2018 in MT nearly triples from 2012	Private Sector, MEF, Banking Sector, MIME

Indicative Action 4: Improved dry season production to support reliability of working capital and surplus paddy.	Irrigated dry-season production accounted for 16% of total cultivated area in 2012 (MAFF+CARDI.)	Irrigated dry-season production accounts for 25% of total cultivated area in 2016.	Private Sector, MoC, MAFF, MRD
Indicative Action 5: Adoption of improved paddy cultivation practices resulting in increased productivity.	Average paddy yield of 3.2 MT per hectare in 2011 (AFSIS.)	Average paddy yield of 4 MT per hectare in 2018.	Private Sector, MoC, MAFF
Outcome 13: Cassava			
Outcome 13: Cassava Cambodia consolidates its exports of Cassava through direct exports to such countries as China and Republic of Korea and lessens its dependency on exports of unprocessed tubers to Thailand and Vietnam	68,000 MT of formal exports of dried cassava chips in 2011	Approximately 3 million MT of formal exports of dried cassava chips by 2018.	Private Sector, MoC, MAFF
	Cambodia seventh largest producer of cassava in Asia in 2011	Cambodia fifth largest producers of cassava in Asia (following Thailand, Indonesia, India, and China PRC)	Private Sector, MoC, MAFF
Short-Term Actions: 2013-2016			
Indicative Action 1: Modern crop management and harvesting practices implemented.	Current cassava yields 22 MT/ha at provincial level in 2011. (Source: AFSIS)	Yields 20% higher than baseline in 2016.	MAFF, CADRI, private sector
Indicative Action 2: Strong industry cooperation across value-chain and dissemination of market information.	No national sector association.	National Processor / Exporter Association established by 2016.	Private Sector, MoC, MAFF
Indicative Action 3: RGC develops and implements a national policy for Cassava sector	No formal policy or institutional framework in 2012	Policy is established, implemented, and reviewed annually by 2016	Private sector, MoC, MAFF, SNEC
Indicative Action 4: Capacity of dried cassava processors to meet basic GMP-based standards developed through certification program	See Outcome 4 ST Action 3		

Medium-Term Action: 2016-2018			
Indicative Action 1: New investment, including FDI, supports increased processing capacity, higher export returns, and transfer of industry know-how.	FDI investment in cassava sector during 2005-2012 was \$48 million, (2 percent of total FDI Approvals for Agro-Industry – Chapter 5)	Average annual rate of growth of 5–10 percent FDI investment in cassava sector during 2013-2018.	Private sector, CDC, MAFF, MIME
	Total demand (or throughput) from local processors is 920,000 MT of fresh root in 2010.	Total demand (or throughput) from local processors is 4 million MT of fresh root in 2018.	Private sector, CDC, MAFF, MIME
Indicative Action 2: Capacity of processors and exporters to market overseas is increased	\$2.3 million worth of recorded exports of processed cassava in 2011	\$150 million worth of recorded exports of processed cassava in 2018	Private sector, MAFF, MoC
Indicative Action 3: Implementation of SPS standards increases among driers and processors	68,000 MT of cassava chips exported to countries enforcing SPS standards in 2011. (Source: GDCE data)	1 million MT of cassava chips exported to countries enforcing SPS standards (as reflected in Cambodia’s Customs data on recorded shipments to such country as China) in 2018.	MAFF, Private Sector
Outcome 14: Rubber			
Outcome 14: Rubber Cambodia progresses towards becoming a key producer and exporter of rubber	54,520MT of rubber exported in 2012	Approximately 150,000MT of rubber exported in 2018	Private Sector, MoC, MAFF
Short-Term Actions: 2013-2016			
Indicative Action 1: Modern cultivation techniques adopted.	Average yields per tapped hectare: 1,100kg in 2010.	Average yields per tapped hectare: 1,250kg by 2016.	Private sector, MAFF, RRIC
Indicative Action 2: Strong industry cooperation to facilitate extension services and exchange of market information.	No single national-level industry association exists that encompasses whole value chain.	Single national producer / processor / exporter association established in 2016.	Private sector, MAFF, MoC, MIME
Indicative Action 3: Shortage of skilled tappers avoided.	No formal means to address skill shortage.	Industry-wide guidelines and training manual for best-practice in rubber tapping by 2016.	Private sector, MAFF, RRIC

Indicative Action 4: Cambodia natural rubber value chain produces high-quality products for export markets.	See Outcome 4 ST Action 4		
Indicative Action 5: Sector policy to support development of the sector	Sector targets but no comprehensive sector policy	Sector policy has been set up by 2016 with strong focus on supporting the development a CLV rubber triangle.	SNEC, MAFF, MoC, Private sector
Indicative Action 6: CLV Development Triangle's focus on rubber sector proceeds as planned	The 7 th CLV Development Triangle Summit of Heads of State held in Vientiane March 12, 2013 requested preparation of action plan for development of the rubber sector in the Triangle	Action plan fully formulated for the 8 th CLV Development Triangle Summit as requested during 7 th Summit	MEF, MoC, MAFF
Medium-Term Action: 2016-2018			
Indicative Action 1: RGC strengthens and implements its policy targets for natural rubber production.	Approximately 55,000ha planted and harvested. An additional 225,000 ha planted but not harvested in 2012. 64,524 MT produced and 54,520MT exported in 2012	200,000ha planted and harvested, more than 200,000MT produced, and 150,000MT exported in 2018. (Government targets for 2020: 300,000ha harvested and a total of 400,000ha planted)	Private Sector, MAFF
Indicative Action 2: Cambodia diversifies its export markets for natural rubber. Export marketing capacity of producers is strengthened	Vietnam accounts for 58% of total recorded Cambodian exports of rubber products (HS 40) in 2011. (Source: TradeMap)	Reduced reliance on Vietnam as export market (to less than 30% of rubber trade) by 2018.	Private sector, MoC, MAFF, RRIC
Indicative Action 3: Processing sector re-aligned with dynamics of global rubber trade.	Most formal exports in low value natural rubber (HS 4001). Small tire manufacturing sector emerging (HS 4011). Tire Exports = 106 MT in 2011 (Source: TradeMap)	Significant expansion of tire manufacturing industry. Tire Exports = 10,000 MT by 2018	Private sector, MAFF, MIME, RRIC

Outcome 15: Tourism

Outcome 15: Tourism Cambodia progresses towards RGC's 2020 target set for Tourism: 8 million foreign visitors	3 million foreign visitors in 2012	6 million foreign visitors in 2018	Private sector, MoT
Short-Term Actions: 2013-2016			
Indicative Action 1: TVET programs that meet international standards and ASEAN Minimum Competency Standards for Tourism are established and running for the hospitality sector.	See Outcome 17 ST Action 3		
Indicative Action 2: Improved and more diverse tourism product offerings.	Average length of stay is 6.30 days per visit in 2012 (Marked by slight decline in recent years)	Average stay of 7 days or more per visit by 2016.	Private sector, MoT
Indicative Action 3: Attract high-spending international arrivals in the MICE sub-sector.	Business visits account for 5% of total international arrivals.	Business visits account for 20% of total international arrivals by 2016.	Private sector, MoT
Medium-Term Action: 2016-2018			
Indicative Action 1: The national <i>Tourism Development Strategic Plan 2012-2020</i> is implemented.	37,522 rooms in hotel and guest houses in 2009. (Source: MoT statistics)	Number of rooms in hotel and guest houses increases to approximately 90,000 by 2018.	Private Sector, MoT, MIME, MoH
	25,658 rooms outside Siem Reap in 2009. (Source: MoT statistics)	Number of rooms in hotel and guest houses outside Siem Reap increases approximately to 70,000 by 2018.	Private Sector, MoT, MIME, MoH
Indicative Action 2: Increase the number of airlines and frequency of international flights	17 foreign airlines servicing Cambodia's international airports in 2009.	20 or more foreign airlines servicing Cambodia's international airports by 2018 including direct services from Japan, Indonesia, the Philippines and India. Sihanoukville airport (KOS) receives daily international flights by 2018.	Private Sector, MoT, CCA, MTPW, MoFA

Indicative Action 3: SPS standards in kitchen in hotels and restaurants improve through enhanced training of existing and new kitchen staff	See Outcome 4 MT Action 7		
Outcome 16: High Value Silk Products			
Outcome 16: High Value Silk Products A small but growing number of Cambodian producers are able to design and export high-value silk products	Exports (cross-border and sales to foreign visitors) of finished silk products estimated at \$ 7 million in 2012	Exports of finished silk products double by 2018	Private sector, MoC, MRD, MoWA, MAFF, MIME
Short-Term Actions: 2013-2016			
Indicative Action 1: Silk Board established to coordinate and formalize production chains.	No Silk Board in 2012.	Silk Board established by 2014.	Private sector, MoC, MRD, MoWA, MAFF, MIME
	Silk Sector and Plan of Action need updating	New Silk Sector Strategy adopted by 2016.	Private sector, MoC, MRD, MoWA, MAFF, MIME
Indicative Action 2: National sericulture and silk sector policy developed.	No sector policy as of 2012.	National Sericulture and Silk Sector Policy developed and endorsed by Government by 2016.	SNEC, CoM, Private sector, MoC, MRD, MoWA, MAFF, MIME
Indicative Action 3: Increased private sector investment in sericulture.	1MT of golden silk yarn produced in Cambodia in 2012. No white silk yarn produced in Cambodia in 2012.	5MT of golden silk yarn produced in Cambodia in 2016. 20MT of white silk yarn produced in Cambodia in 2016.	Private sector, Silk Board, MoC, MAFF.
Indicative Action 4: Purchasing units in key weaving cooperatives (e.g. Khmer Silk Villages) established to assist with procurement of higher quality yarn	See Outcome 4 MT Action 10		
Indicative Action 5: Quality and traceability of silk yarn imports ensured	See Outcome 4 MT Action 11		

Medium-Term Action: 2016-2018			
Indicative Action 1: Selected group of producers have broken into foreign markets	Three producers have cross-border export sales in 2011 (approximately US\$ 1.5 million)	8–12 producers have cross-border export sales to five overseas markets with sales of approximately US\$ 3 million	Private sector, MoC
Indicative Action 2: Selected group of producers have internalized a product development scheme	Three producers have a product development system in place in 2011	8–12 producers have product development in place in 2018 as reflected in regular product addition to collections and product catalogues	Private sector, MoC, MoWA, MIME, MRD
Pillar 3: Strengthening the Capacity of RGC and Cambodian Stakeholders to Manage the Trade Agenda and Trade Challenges (Trade Reform, Trade Policy, Aid for Trade, Bridging Skill Gaps for Trade, etc.)			
Outcome 17: Bridging the Skill Gap for Exports			
Outcome 17: Skill Gap for Exports RGC and Cambodian exporters meet the skill gap through the formal education sector and increased public-private partnership to develop vocational/technical education.	No PPP TVET program in 2012 in Cambodia. Most TVET is done through NGOs with inconsistent outcomes for different NGOs	A number of PPP TVET programs have been established to support skill development in export sectors	Line ministries, MoLVT, private sector
Short-Term Actions: 2013-2016			
Indicative Action 1: A job information system is in place to match supply and demand at local and regional level	National Employment Agency is new and lacks systems. No job information and forecasting systems in place.	Job information system is in place in NEA including (1) quarterly labor market information reports; (2) regular dissemination of forecasting results with strong sector focus	NEA, TVETs, private sector
Indicative Action 2: TVET programs are established to meet need in technical and engineering personnel in garments and footwear and in SEZ sectors	Garment sector requires diversified skills and accreditation of workforce based on AFTEX ASEAN. The sector lacks an established TVET infrastructure. GMAC is in the process of establishing a training institute.	GMAC's training institute is operational. Between 100 to 200 garment sector professionals per year are getting ASEAN-accredited (level 1) training in operator training, machine mechanic, pattern making, merchandising and other skills relevant to the sector.	GMAC, Training Service Providers, AFTEX

	No training facilities in SEZs to assist investors in building a skilled labor force	All SEZs have training facilities (PPP or otherwise) with curriculums that meet ASEAN standards	SEZ operators, Private sector associations, National Employment Agency (NEA), MoLVT
Indicative Action 3: TVET programs that meet international standards and ASEAN Minimum Competency Standards for Tourism are established and running for the hospitality sector.	No culinary TVET program that meets international standards and ASEAN Minimum Competency Standards.	Royal Academy of Culinary Arts (RACA) fully established as PPP. First full class (2 year curriculum) graduates with internationally recognized diplomas by 2016.	MoC, MoT, Hotel, Restaurant and Chefs Associations
	No hospitality management and services TVET program that meet international standards and ASEAN Minimum Competency Standards for Tourism.	TVET program focusing on hospitality management and services fully established as PPP by 2016. Graduates to receive diplomas that meet international standards and ASEAN Minimum Competency Standards for Tourism.	MoT, Private Sector (Hospitality)
Medium-Term Action: 2016-2018			
Indicative Action 1: TVET programs are established for the hospitality sector to address current skill gaps	No formal TVET Training of Cambodian Chefs, kitchen and food handling personnel that meet ASEAN certification standards	A minimum of 100 Chefs, kitchen and food handling personnel is trained yearly based on ASEAN and internationally recognized certification standards through Royal Academy of Culinary Arts (RACA)	MoT, private sector
Indicative Action 2: Greater availability of SPS specialists to support exports and protecting health of crops livestock and consumers	Universities lacks curriculum focusing on plant health, animal health and food safety to train SPS specialists	Specialization stream on plant pest and disease, animal pest and disease, food safety specialization established in RUA with dedicated curriculum for the three areas and associated teaching materials.	MAFF, Royal University of Agriculture (RUA)

<p>Indicative Action 3: Higher education systems and TVET develop industry-focused curriculums</p>	<p>No industry-focused curriculums for specialized sectors to meet needs of a diversified economy</p>	<p>At least 2 new curriculums per Indicative sectors are drafted and integrated into relevant Higher Education/TVET programs by 2018. Curriculums to be linked to ASEAN standards where they exist.</p>	<p>MoEYS, MoLVT, and line ministries</p>
	<p>No industry skills councils to guide development of educational and TVET programs that focus on the needs of specific sectors.</p>	<p>Industry skill councils (employers, government, and workers representatives) established guide development of educational and TVET programs that focus on the needs of specific sectors.</p>	<p>MoLVT, Private sectors, NEA, line ministries</p>
<p>Indicative Action 4: Engineering curriculums strengthened in Universities</p>	<p>The number of engineering graduates in Cambodia in 2008 was 514 (World Bank).</p>	<p>The number of Cambodian engineer graduates triples from 2008.</p>	<p>MoLVT, MoEYS, MIME, Private Sector.</p>
<p>Outcome 18: Mainstreaming Trade</p>			
<p>Outcome 18: Mainstreaming Trade Trade development objectives are fully mainstreamed in national development strategy and in product and service sector strategies</p>	<p>Input Note submitted by MoC to MoP and SNEC for mainstreaming trade in NSDP and Rectangular Strategy</p>	<p>75% of the results identified in Input Note prepared by MoC have been achieved by 2018</p>	<p>MoC, MAFF, MIME, MEF, trade-other related line Ministries,</p>
<p>Short-Term Actions: 2013-2016</p>			
<p>Indicative Action 1: The Ministry of Commerce has established a Trade Training and Research Institute (TTRI) centralizing all trade-related capacity development efforts</p>	<p>Capacity needs assessment of MoC and key trade-related institutions have been produced. Development plans have been formulated. A limited curriculum on trade is available in the Royal School of Administration</p>	<p>A full-fledged catalogue of at least 20 courses available in Cambodia and 20 international training courses is available and being used to train officials on regular basis through TTRI</p>	<p>MoC, RSA</p>

<p>Indicative Action 2: The establishment of national and sector level indicators for growth and poverty facilitates comparison of different trade development and private sector development approaches in contributing to national poverty reduction goals</p>	<p>No coherent indicator of sustainable human development impact of expansion in the 10 DTIS 2013 priority sector</p>	<p>A coherent indicator of sustainable human development focusing on employment, gender, income, and environment at a minimum has been formulated and measured to measure the impact of development in the 10 DTIS 2013 priority sectors by 2016</p>	<p>MoC, SNEC, MoP</p>
<p>Indicative Action 3: Improved compilation and use of statistics and trade data to assist in assessing and formulating appropriate trade support interventions.</p>	<p>Official Cambodian trade data are extracted from database maintained by GDCE (Customs data), MoC (on C/O, import/export, licenses), MEF (trade repository), and MAFF (SPS certificates.) There is no structure to compare and ensure coherence across sources, limited quality control systems, no tool to compare/benchmark Cambodian statistics against mirror statistics.</p>	<p>Beginning in 2016, MoC Trade Training and Research Institute (TTRI) produces an annual trade data publication that consolidates and reconciles data extracted from different Government sources and ensure enhanced coherence with Comtrade mirror statistics</p>	<p>GDCE, MoC, MEF. MAFF, National Institute of Statistics</p>
<p>Medium-Term Action: 2016-2018</p>			
<p>Indicative Action 1: Sufficient institutional capacity built to formulate and implement trade-related policies and strategies as well as trade-sensitized sector policies</p>	<p>1 sector policy focusing on exports in 2013 (for Rice)</p>	<p>4 additional sector policies focusing on export by 2018</p>	<p>SNEC, MoC, MAFF, MIME, other trade-related line ministries</p>
<p>Outcome 19: Monitoring and Mobilizing Aid for Trade</p>			
<p>Outcome 19: Monitoring and Mobilizing Aid for Trade RGC's ability to M&E Results or Trade SWAp is strengthened, leading to stronger mobilization of AfT inside and outside SWAp</p>	<p>AfT commitments during 2007-2011 were \$1.506 billion; AfT disbursements were \$942.766 million (OECD/DAC data.)</p>	<p>Expected value of AfT during 2013-2018 grows by 30% from 2007-2011 period</p>	<p>MoC, MAFF, MIME, trade-related line Ministries</p>

Short-Term Actions: 2013-2016			
Indicative Action 1: Khmer version of 2013-2018 Trade SWAp Road Map and 2013 Matrix of Ongoing, Pipeline, and Missing AfT adopted by Government and used to mobilize additional interventions.	Updated Road Map and AfT Matrix under preparation as of 2013	2013 Trade SWAp Road Map and AfT Matrix have been adopted by the Council of Minister	MoC, S-SC on Trade and Trade-Related Investment, CoM
Indicative Action 2: DICO carries out yearly evaluation of progress against Trade SWAp 2013-2018 road map goals, outcome, and expected results. Findings are reviewed with Government and Cambodian stakeholders	The M&E Unit in DICO is able to monitor individual projects but has no capacity as of yet to show contribution of individual projects to program-level objectives and results	The M&E Unit in DICO produces an annual report showing contribution of all TRTA projects to Trade SWAp trade goals, outcomes, and expected results. DICO organizes annual event to present progress to RGC and Cambodian stakeholders.	MoC, Trade SWAp implementing agencies
Indicative Action 3: DICO organizes annual meeting with traditional and non-traditional trade Development Partners (BRICS, south-south, philanthropic foundations) pointing to gaps in AfT based on expected outcomes	The implementation of the Aid-for-Trade medium term strategy formulated in the Trade SWAp Road Map is not monitored or communicated to development partners	Annual event organized by DICO for senior Government officials and DPs to review AfT gaps	MoC
Indicative Action 4: DICO is using different communication tools to raise awareness about the actions, impacts, and achievements of Trade SWAp among a wider audience	A communication strategy for the SWAp has been endorsed, but is not being implemented. Communication actions are not coordinated with DPs and stakeholders and rely mostly on international consultants.	A dedicated communication team has been organized in DICO and implements an up-to-date communication and outreach strategy with different media. A minimum of four key events are implemented each year.	MoC,
Medium-Term Actions: 2016-2018			
Indicative Action 1: The Trade SWAp Management Framework is simplified so as to ensure better and faster AfT resource mobilization and project formulation	Most contributions of trade development partners to AfT in Cambodia is not accounted for and not monitored under Trade SWAp	The number of AfT contributions and DPs contributing directly to Trade SWAp goals, outcomes and expected results that is directly accounted for and monitored through Trade SWAp increases significantly	MoC, PSD WG

Outcome 20: Enhancing Private Sector Participation in AfT

<p>Outcome 20: Enhancing Private Sector Participation in AfT A better structured dialogue between private sector and Government contributes to efficient public-private partnerships for trade development based on AfT resources</p>	<p>Private sector participation in Government-led project design is limited to individual company participation</p>	<p>At least 3 PPPs are established on an annual basis with participation from government and private sector in support of Cambodia's trade development goals</p>	<p>G-PSF, MoC, CDC, Private sector</p>
Short-Term Actions: 2013-2016			
<p>Indicative Action 1: New PSD Technical Working Group (DP-RGC) mandate and modus operandi are approved and implemented</p>	<p>Current PSD Technical Working Group is ineffective</p>	<p>PSD Technical Working Group has been re-established with new mandate and new modus operandi</p>	<p>MEF, CDC</p>
	<p>No comprehensive data base of Value Chain analyses and TA support</p>	<p>A data base of DPs on PSD and Value Chain Analyses and TA support is developed in collaboration between DICO and DPs as an input to PSD Technical Working Group</p>	<p>MoC</p>
<p>Indicative Action 2: Improved efficiency and effectiveness of RGC-private sector-donor consultation mechanisms to address business environment constraints through AfT</p>	<p>G-PSF and PSD WG are no longer functioning as effective mechanisms to leverage government support on solving key business constraints</p>	<p>G-PSF and PSD WG meetings are organized twice a year at operational level with clear agendas focusing on solutions to previously identified business constraints issues</p>	<p>G-PSF, MoC, CDC, Private sector</p>
<p>Indicative Action 3: Increased awareness of Business Membership Organizations (BMOs) on AfT and Trade SWAp through regular focus group meets led by MoC</p>	<p>There is no structured event for MoC to communicate progress on AfT and Trade SWAp implementation with private sector</p>	<p>DICO organizes annual information event to inform business sector through BMOs about progress in Trade SWAp implementation and AfT deployment</p>	<p>MoC</p>

Medium-Term Action: 2016-2018			
<i>Indicative Action 1:</i> The trade inputs to NSDP and Rectangular Strategy are jointly produced by government and private sector through G-PSF dedicated working group	There is no structured consultation between Government and Private Sector on trade objectives to be pursued under NSDP and Rectangular Strategy	Trade objectives proposed by Government under NSDP and Rectangular Strategy are reviewed and formulated jointly through consultation with BMOs	MoC
<i>Indicative Action 2:</i> Increased private sector participation in AfT project design, formulation and implementation	Limited or inexistent involvement of private sector representatives in most AfT TA projects	All new AfT TA projects must include activities and outputs involving BMOs by 2018	MoC, Private sector